
CLEAR HARBOR REFUEL TOGETHER COHORTS FAQ: FREQUENTLY ASKED QUESTIONS



Refuel Together cohorts are
small, curated groups of leaders creating social change.
Every leader is committed to racial justice, belonging & equity.

Each cohort receives coaching and facilitated peer support.
Cohort members receive access to the [Clear Harbor membership](#) online.

**Leaders in our cohorts feel connected, confident
and energized to lead social change.**

You apply to join a small group of 5 to 8 leaders.
You strategize, reflect, and recharge monthly in a supportive, confidential
environment.

Leaders in Clear Harbor lead from a high level of accountability.
They are:

- C-suite, Executive, or Director-level leaders who oversee a team, manage a budget, and deal with complex decisions.
- Accountable for business or departmental decisions and outcomes.

Andrea Paull or Annie Von Essen will facilitate your group.
Both are seasoned organizational development consultants and coaches, known
for creating engaging and enjoyable spaces while being direct and honest.

What is included when I join?

- **Monthly energizing, confidential small group coaching & support** (2 hours, MAX 9 people at a time), for 1 year (break in August, available to renew each year) [Value: \$4,950.00]
- **Free monthly 30-minute emergent issue calls** -individual consulting with your coach
- **Quarterly breakout groups** for white leaders and leaders of color to strategize, build community, and further develop racial justice skills.
- **Cohort online group** for resource-sharing & encouragement. [Value: priceless]

PLUS an online Clear Harbor membership:

- Bi-monthly drop-in optional **online group coaching** [Value: \$1,800.00]
- Bi-monthly drop-in optional **online peer problem-solving** [Value: \$1,800.00]
- Monthly online 30-minute **stress-reduction call** for all members with a clinical social worker [Value: \$1,650.00]
- Once a quarter, optional learning - **guest speakers, workshops, leadership camps & drop-in consulting sessions** [Value: \$1,400.00]
- **Resource library** including past Guest Speakers, and workshops, member & facilitator recommended books, training, and podcasts. [Value: \$1,200]
- Network and **community of fellow leaders** + sharing of resources [Value: priceless]

And these bonuses!

- 1-hour FREE goal-setting + coaching session with Annie
- 10% off monthly 1on1 coaching packages (depending on availability)
- 10% off team development consulting package for your own leadership team with Vessel Strategy & Consulting

How does pricing work?

We have three levels of pricing to increase access. You choose an option that supports you and the broader community, based on your access to financial resources.

Members pay from their personal budgets, professional development budgets, or a combination of both.

- **Option 1: \$697 a month** Covers the cost of the Refuel Together cohort and ensures other members can participate at accessible rates.
Thank you!
- **Option 2: \$497 a month** Subsidized rate - individuals & institutions with medium access to financial resources.
- **Option 3: \$297 a month** Subsidized rate - individuals & institutions with lower access to financial resources.

If more than one person in your institution joins a cohort, you will receive 10% off. (You will not be placed in the same cohort.)

You receive \$200.00 off when you pay for the year in full.

You also receive a credit of \$250.00 on any products if a friend books a membership simultaneously.

We have a limited number of pay-what-you-are-able slots for individuals who need access to funds.

We can discuss pricing and what works for you- [book a call here](#).

"I realize how important it is to carve out time for this kind of work because every one of us is swamped, but having that **set time for development and reflection** was super valuable.

The way other people ask questions and put forward solutions **helped me think about how I would navigate similar situations.**

The group made suggestions that hadn't even crossed my mind that I can use in my work relationships."

~ Rehana Lanewala,
Development Director &
Clear Harbor Alumni & Advisor

"The way Annie facilitates meetings is excellent - she helps us figure out what we needed with positive energy.

It's the **connection and space** to show up not just as a leader, but as a human talking about leadership challenges.

I loved my cohort with the **variety of work and lived experiences, and the ways everyone showed up.**

I enjoyed the extra learning sessions each quarter too!"

~ Dana Guy,
Executive Director &
Clear Harbor Alumni & Advisor

"Clear Harbor is like going to an island - a little sanctuary of peace and love.

A **place of deep wisdom and support with no judgment**, where I come out of the fray of stress and chaos feeling refreshed and empowered.

If I hadn't been listening to this group of leaders for the past 10 months, I wouldn't be thinking the same way I do now.

It has **profoundly affected me**, influencing what I want for myself and how I want **my values to be reflected in my work and leadership.**"

~ Lesley Edwards, Chief of Staff, Clear Harbor Member

How do the discounts for team development packages work?

- Vessel Consulting supports teams to strengthen relationships, address & learn from conflict, and build an engaged, cohesive structure.
- The end goal of our team development work is to increase dialogue, communication, mutual understanding's work, and shared responsibility.
- The team development packages are custom-created and include 2 to 5 team meetings & individual team interviews.
- As a member of Clear Harbor, your institution receives a 10% discount on one team development package per year (packages not to exceed 5 team meetings).
- Vessel Consulting supports teams to strengthen relationships, address & learn from conflict, and build an engaged, cohesive structure.

More questions

What is coaching & group coaching (why not a peer-led mastermind)?

The primary purpose of coaching is to support listening space. Coaching focuses on creating and clarifying professional goals, promoting reflection, leadership learning, and personal growth.

Group coaching is facilitated to create a space where people can gather, support one another, share resources, hold each other accountable for growth, and learn from each other.

Group coaching differs from a peer-led mastermind group because a coach strives to hold the container as a place where everyone can share themselves, their experiences, joys, and struggles. Masterminds are often focused on peer problem-solving, and although there can be problem-solving when desired by a group member, it is not the sole focus of the other group members in a coaching group.

What will group coaching sessions look like?

Group calls may vary in agenda based on the needs and direction of the group and group members.

Group calls will usually include the following:

- group member check-ins,
- spotlight time for a few members around emerging issues or a full group discussion
- time for reflection and writing,
- space to make commitments, check in on goals, & report back on progress,
- resource sharing (and resource requests)

What is meant by "committed to inclusion, racial justice, & equity"?

- All members of Clear Harbor are committed to embodying the values of belonging, inclusion, racial justice, and equity, and putting them into practice in their personal and professional relationships and lives.
- All members are explicitly committed to implementing racial equity and anti-racism practices in their work.
- Members can be at different stages in their learning journeys across various areas of equity.
- At a minimum, they have taken multiple pieces of training and workshops and already have experience changing systems, structures, and personal behavior toward more inclusive practices and equitable practices.
- See *working definitions at the end of this FAQ*.

Is the membership focused solely on belonging and equity learning?

- The focus of the membership is the practice and art of leadership.
- We support the leadership growth of each individual in a community committed to inclusion and equity.
- Not all conversations, learnings, or offerings are explicitly about belonging, equity, race, or undoing oppressive systems.
- However, offerings about inclusion, equity, race, bias, etc. may arise in any conversation or interaction. Even if it is not the sole focus of the membership, it is always a lens through which each member engages in their leadership journey.
- All partners who join for talks and other offerings commit to belonging, racial justice, equity, and continued personal learning, even if that is not the specific topic they are covering.

How do you build the groups?

- Interested participants apply to join a cohort. Not everyone who applies is guaranteed a space at this time.
- Facilitator Annie Von Essen may follow up with an inquiry call. Interested participants can request an inquiry call too.
- We are in touch about the timing and groups being built. If there is not a group that works this round, interested participants are placed on a waitlist for the next session.
- Group membership is built so that multiple sectors, backgrounds, identities (especially racial & gender identities), and personal experiences are in each group.
- Group members are chosen based on a commitment to community change, including inclusion, anti-racism, and anti-oppression.
- Group members are committed to continued growth & learning and want to build a network of support with fellow leaders.
- Small groups have only one representative from any given business or organization. More than one member of a business or organization can have a membership however they will not be in the same small group.

How long is membership?

- Membership is for one year from your group's start date, there is no cohort meeting in August.
- Members are asked to commit to the group for one year to maintain a cohesive group experience, however, members can cancel at any time and for any reason. The refund policy is included in "Terms & conditions."
- Members can renew to be a part of Clear Harbor or a new cohort each year. The groups they are in will change in make-up but may include some members from their previous year's group.

What kinds of topics will be covered in workshops & talks?

- TEAMS: build and maintain collaborative, engaged, innovative teams,
- PLANNING: create collaborative, results-driven planning processes (including methods for creating strategic frameworks, strategic plans, yearly goals and objectives),
- EQUITY, BELONGING, INCLUSION: deepen your frameworks and analysis of anti-racism and other forms of oppression, learn and actively practice actions that build more belonging, equity & inclusion,
- LESS STRESS: learn easy, doable, personal de-stress techniques & practices to avoid burnout,
- FACILITATION: lead & support others in leading engaging & effective meetings,
- BOARD: support effective Board governance that does not take up all your time,
- CULTURE: continue to build a culture of belonging, inclusion, innovation, & joy,
- DECISION-MAKING: gain tools & practices for incorporating transparent decision-making processes in your projects and institution.
- And more...

What are the 30-minute emergent issue calls?

As a Refuel Together cohort member, you have two emergent issue calls a year for free. Annie Von Essen is the coach for these calls.

You request to connect, and we set up a space for you to discuss emergent issues and concerns. This provides a quick space to debrief, assess, and, if necessary, initiate a plan of action.

Refuel Together Working definitions:

Leader

We believe you can be a leader from any position in an institution. “A leader is anyone who improves systems, supports others to use their strengths, and moves toward a greater collective purpose.” (Adapted from: Brené Brown, *Dare to Lead*).

Belonging

Belonging is a powerful vision for creating a world where every person is seen, valued, and empowered—a world where each individual's humanity is recognized and celebrated, and the planet itself included in the circle of human concern. *Belonging is both a feeling and a practice—something we experience personally and something we create collectively.* (From: *The Othering & Belonging Institute*)

Inclusion

Inclusion is the ideal of being a part of a group or structure where the inherent worth and dignity of all people from various backgrounds are recognized and respected. (*Adapted from Fleur Larsen*)

Equity

Equity is the fair and just treatment of all people, ensuring everyone has access to the resources they need in order to thrive. Equity aims to change the structures (policies, practices, attitudes, and cultural messages) that perpetuate injustice.

Equity is transformational.

Power and resources shift to those most impacted by structural inequities.

Anti-racism

“The only way to undo racism is to consistently identify and describe it — and then dismantle it,” writes professor Ibram X. Kendi. That is the essence of antiracism: the action that must follow both emotional and intellectual awareness of racism.

If racism means both racist action and inaction in the face of racism, then antiracism means active participation in combating racism in all forms. (Source: Ibram X. Kendi & Aspen Institute)