Monday, November 4, 2019 – 15:15 to 16:45 EDT
ICANN66 | Montréal, Canada

GISELLA GRUBER: Please don't forget headsets if you don't speak French or Spanish as we will be working in all three languages. Thank you. Just a reminder, please, all ATLAS III participants and At-Large leaders, kindly take a seat towards the front of the room. We have lots of seats. And you will have more chance of having a microphone. So, all ATLAS III and At-Large leaders, please do sit at a table with a microphone to allow for full participation. Thank you.

Reminder, please, if you don't speak English, French, and Spanish, please pick up headphones at the back of the room as we will speaking all three languages during this session. Thank you.

MICHELLE DESMYTER: Hello, everyone. Welcome to ATLAS III Plenary 1. My name is Michelle DeSmyter. A couple of reminders before we start. As you know, we have English, French, and Spanish interpretation for our session today. A kind reminder to please state your name before speaking and to please speak at a reasonable speed for accurate interpretation. And if you would like to put yourself in the queue, please stand your tend card up. Thank you so much. I would like to turn it over to Maureen Hilyard, our ALAC chair.

MAUREEN HILYARD: Bonjour! Welcome to the first At-Large Summit which is ATLAS III. I'm Maureen Hilyard. I'm the ALAC chair from the Cook Islands. I'm saying that because I know I will forget during the week. I always do.

We are finally here after nearly two years of hard work. And before I even start, I really do have to thank some people – a lot of people, actually – who have really helped us along the way and they include the ICANN Board. Is Leon in here? He is? Leon, he's representing the Board—

UNIDENTIFIED MALE: Elvis is in the building.

MAUREEN HILYARD: Of course, ICANN Org of which we have the CEO on stage and I do have to thank the Board and Goran for the support that they've given us this opportunity to have this meeting.

I also have to acknowledge the wonderful work of our At-Large staff, the ATLAS Organizing Committee, and the many At-Large volunteers who were on the Leadership Development Team and the Program Committee. But especially, I have to thank you, because you made the effort to complete the courses and to make the brilliant applications which actually made you a selected participant in this program. And you've all helped to make this whole event a reality.

To get to the heart of the matter, ATLAS is the start of a search for future leadership and engagement in At-Large policy, outreach, and

organizational management. It's to lead At-Large into the future with ICANN, to achieve its vision.

I'm going to read out ICANN's vision because ICANN's vision is our vision. It's to be the champion of the single, open, and globally interoperable Internet by being the independent, trusted, multi-stakeholder steward of the Internet unique identifiers and by providing an open and collaborative environment where diverse stakeholders come together in the global public interest.

The ATLAS program primarily aims to introduce many of you to the process of policy development, both within At-Large and also within the wider context of ICANN, so that when we ask you to become more engaged with us in our work within ICANN, you may better understand and appreciate what the process entails. And as you have found, through our expectation before you could even apply to attend ATLAS III, there is a level of knowledge that is required in order for you to be able to participate meaningfully.

But more importantly, there is a level of commitment that must come from you, to contribute to what we need within At-Large and that is your active participation in our activities. And that can mean engaging in some crazy, unsociable, and regularly long hour of online meetings, with only the occasional attendance or meeting such as this. It isn't an easy ask but for those who are prepared to make such personal sacrifices as volunteers, it can be very rewarding.

While you are here, I thank you for accepting to engage in our program which will be explained very shortly, and I hope you don't mind that we

will be taking attendance in some sessions, the expected sessions of course that are identified in your ATLAS schedule. This will give us some credence for the completion certificate which you will receive at the end of ATLAS in recognition of your eventual status as At-Large Ambassadors.

As well, because we realize that some of our participants were unable to attend in person, remote participation is being made available for them to complete the course. I believe Yesim is going to have a role in that.

We hope that you will take full advantage of the ATLAS program but that you will also abide by ICANN's expected standards of behavior to ensure that everyone can get full value out of it and to enjoy.

Thank you, again, for being here and welcome. I'd now like to call on our CEO for his remarks.

GORAN MARBY: Can I sit here? Is that okay? Can you see me now? Maybe this is a better way of looking at me. I'm actually quite honored to be invited here. How are you doing, my friend?

ATLAS III is an important part of your strategy. I'm very happy to be a part of actually helping you to set up financially, but the most important part actually belongs to you. To set this up has taken an enormous effort, so I want to really congratulate the people who have helped organize all of this.

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I said this before. I'm actually leaving my speaking notes. At-Large is a very important part of the ICANN existence, as representing the Internet users and doing that all around the world is very, very important.

It's hard to define end users, and therefore the way you work with a question about end users and end users representation into ICANN, it's important because if we miss that part of it, we will just be something that doesn't have this dimension in it.

I heard a fantastic session a little bit earlier when I met the NextGens. We talked about the sort of essence of what ICANN actually does. And instead of just going through some of the things here, I would like to take in some of the things they said to me.

The first notion is that Internet is not done. With 3.5 billion users out there, we still have a very long way to go. The next billion users, as the UN system often talks about, are not the elite of the world. They are people who live in rural areas. They have less economic ability to go online. They don't use English as their native language or second language. Often they don't read from left to right. They have no idea what a dot is.

I think that we need to get better and you need to help me on that, to actually transform this system into something that makes the Internet for them.

But Internet is a global thing. We often talk about the open global Internet, but most of you, when you go online, regardless how you do it, you actually go local. You read your local newspapers. You look at

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your local [inaudible]. You go to your local bank. You interact with your local community over the system.

One of the biggest challenges we have going forward is how we take this system and to make it localized in such a way that it still works on the global level but really make sense for people. Because people are smart. People will not go online just because it's fun to be online. The less money and financial resources you have, the more important it gets that you get value out of it. I'm not talking about value from a commercial perspective, but you as a person.

That's why you, in the At-Large community [inaudible] actually mean so much. You are getting trained now, so your voices could be heard. I understand all the hard work you did to get here. There was a lot of courses. You had to go through a lot to understand to get the practices. I applaud, for instance, when I looked into the program, using existing or former policy working processes like the expedited PDP phase one. I love acronyms. To use that as a basis for a learning experience.

For me, ICANN represents – if you take away all the [inaudible] or the processes and everything else, ICANN is a technical organization with a technical remit. Everybody who goes online touches something that starts at ICANN. All identifiers. One of the most important components of how Internet actually exists is governed by you. So, I'm here really to applaud you and thank you for your engagement. I'm really happy to see so many people coming and I wish you a very successful ATLAS III. Thank you very much.

EDUARDO DIAZ: I just want to welcome all of you. If you don't me, my name is Eduardo Diaz. I come from Puerto Rico. I'm the NARALO chair. The reason I'm here is because I am part of the ATLAS III organization leadership. And I want to excuse Olivier because he has other commitments in another session.

I think we're going to have a fun time here. We're going to learn about some tools and we're going to [inaudible] about leadership and we're going to be able to hear theory and we will be able to practice some of the ideas that we are going to learn.

So, this training that we have for the next three days will help us add to our tools in leading meetings and helping you with the leadership going forward. So, I welcome all of you and I am going to let our trainer, David Kolb, take us through this trip, if you want. Thank you.

DAVID KOLB: I'm going to ask Gisella to give us some housekeeping notes before we start in. Would you like to … Tips and tricks?

GORAN MARBY: They're telling me to leave now. Thank you very much and have fun.

DAVID KOLB: Are you applauding because he's leaving or are you applauding because—

GORAN MARBY:	I think they're applauding that I'm leaving.
GISELLA GRUBER:	Thank you very much. Michelle did give some of the main housekeeping items earlier when she started the session but it's very important to please state your names every time you speak. We have interpretation in French, Spanish, and in English and they need to identify you on the other language channel, and also importantly for all those who have joined us remotely today, you all have name cards. Please keep these with you at all times. If you feel you're going to lose them, hand them back to one of the staff members and we will look after them for you.
	If you wish to take the floor, please raise your tent card. If you just put it up on your table, we'll know that you've got a question. Equally, for those in the Zoom room, please raise your hand and Michelle DeSmyter will be your voice here in the room. Apologies. We have remote participation. Also, to speak at a reasonable speed, as Michelle said, for accurate interpretation. We have these wonderful people who are doing a great job but they can only do so much, so if you would kindly do that, that would be great.
	Thank you very much, and I'll hand it back to David.
DAVID KOLB:	Thank you. Okay. So, this has been a long road to get here and finally start. So, what I'd like to do is familiarize you with your packet, first, and what's in the blue packet that you received. Then, I want to talk about the agenda a bit. We'll do some intros. Then, we have an esteemed

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panel of leaders that we're going to talk to and moderate and I'll cover that when I get into the agenda here.

First off, I guess I should introduce myself a bit because there's not a bio in the pack. My name is David Kolb. I work with a company called Insight Learning. We're a worldwide firm. But we've been working with ICANN since 2013. My first meeting was Durban. Anybody who was at the Durban meeting? I looked like me there, except I looked really … We use the expression deer in a headlights because I was like, "Oh, my God, what is this organization that I am trying to learn about?" which is one of the more unique client groups that I work with in terms of how you're structured, how you organize yourselves, and in working with staff and in working with community over the years and doing some coaching work as well, I learn every time.

So, one of the keys to this session for ATLAS III is that we're all going to be learning from each other. Within this group, we have approximately 45-46 participants of ATLAS. Then we have another almost 30 people who are coaches/facilitators. We're playing with words a little bit there in terms of what the role is.

So, we'll have a plenary session and many of the plenary sessions are followed by a breakout session with one exception where we have a plenary session in the morning and then our breakout session isn't until the afternoon. I'll talk about that when we go through the agenda.

So, in your breakout sessions, you will have coaches/facilitators that will be basically helping make sure that you're on track with time, contributing to the discussion somewhat, and stopping the action,

stopping the dialogue in different places to ask questions about how the process is going. So, that's the role of the coaches.

There will be a little bit of confusion, I think, at first as we try to get everybody into the right breakouts and things like that, so bear with us. There is a key that's on your tent card. Does everybody with colored tent card have a number on their tend card? Yes? That's important. We'll be coming back to those numbers and what that means shortly. So, I wanted to give you that overview.

Our theme for the next three or four days is really thinking about thought leadership and change leadership, as it applies to the At-Large community, as it applies to the ICANN community. And we're going to go about that in a variety of ways.

One way is I'll be talking about various skills of leadership, and then also, in the breakouts, you'll be discussing a case that we've put together and practicing the skills. So, when the coaches or facilitators stop the action, they're going to be asking you questions, for example, on our first breakout today about listening, asserting, and effective communication. How is that being demonstrated in the breakout? How is that going? And asking for your input, asking for your feedback. Then, continuing the discussion and doing some follow-up at the end of that.

Tomorrow … Actually, I should probably just refer to the agenda. So, you've got a document that says ATLAS III Content Agenda, November 19 v5. Walking through that.

Our session today is around this concept of thought leadership, change leadership, and then effective communication. Then, this afternoon, we'll go into a breakout to discuss the case, which I'll come back around to in just a second.

And if you turn the page, tomorrow our session is around – we begin at 8:30 in the morning in this room, just so you know. Conflict and influence are the two topics that we're looking at. And when we're talking about conflict, we're not necessarily talking about aggressive conflict where people are throwing chairs at each other or those kinds of things. It's just more tension. It might a disagreement over topics. It might be a disagreement over goals, values. A lot of things create what we would call conflict. So, how do we manage that? How do we start to work with that?

Then, influence – or persuasion if you will – is how do we become more effective at trying to have someone understand our point of view and being open, obviously, to their point of view, too, to find out what they're thinking on things. And when we come into the case, I'll talk about that a bit.

So, our breakout, then, is right after that session. In terms of how the groups are put together, we're going to change it up from what it is today. In that way, we're going to create some conflict within the group. Don't worry. People haven't been assigned to be like, "Okay, we want you to be really aggressive and we want you to be this person." That's not the case. But you're going to have some topical conflict just based on the case positions.

So, then, from there, we have a session at 15:15 or 3:15 in the afternoon around intercultural communications and awareness. With this one, we're playing with it a little bit because what we want you to do is go to the GAC Board meeting and do some observations around some intercultural frameworks that I'll describe in the morning session and there's an observation sheet in the slide deck that you have that we'll get to, to use and fill in your notes on that. Then we'll come back in and share what your notes are, what you've seen as you watch the GAC Board meeting and see what we see [inaudible].

Our next session, then, tomorrow afternoon is around coaching. How many of you went through the leadership program with me or with one of my folks? Great. So, I'm going to use a coaching framework that's different from the one that we used in the leadership program, to give you a different coaching methodology and just a different model to use. So, we'll spend some time talking about that.

Then, you'll be within this room doing an exercise coaching each other on something, and the coaches and facilitators, we'll join the pairs or the groups of three to give feedback and talk about the coaching model with you. So, that's tomorrow afternoon.

Wednesday, page three. So, 8:30 again we begin. This presentation is around personal presence and presentations. So, I'm going to do two things with that. One is I want to talk about this concept of personal presence. What I mean by that is how do you show up when you're there to present or when you're there to have a discussion? Your level of

confidence, your level of influence. We'll look at those elements of personal presence and how you can improve that.

Well, I'll ask you the question. How many of you have a voice inside your head that tends to criticize you while you're talking to people? We call that the inner critic, the little puppy, the monkey, that just keeps talking. "You're talking too fast, that was the wrong word, I should do something different." So, a piece of that is how do we calm that inner critic? How do we tame that inner critic? That's a piece of personal presence.

The other thing that we'll do then is a presentation on how do we structure our thinking and structure our presentations in a way to make them more coherent? There's a method called the pyramid principle that I'll go over with you that we'll play with in terms of how to structure thinking, structure presentations.

So, the breakout that you'll be going into – and this is where we have a gap of time. So, we finish up at 10:15 but our breakout is not until 1:30. In that breakout, you'll be structuring your points of view on the case that we'll talk about in just bit and spend some time on today, so you'll have great familiarity with it.

Then we'll come back into the plenary session, back into this room, to present to each other your pyramid structured thinking based on what your group put together. With me so far? Okay. Because we're almost done. It's almost time to go home.

So, then, our final piece on Wednesday is around a bit on time management and delegation. Then, also, on meeting facilitation. So, how do I run meetings effectively? How do I manage my time? How do I get other people to do things? So, that's going to be more of me presenting and you discussing and playing with those concepts.

Finally, on Thursday, it's our wrap-up day. On Thursday, we've got a couple of sessions. We have a working lunch. We'll wrap up the program, hand out fabulous merchandise – maybe, I don't know – and then we'll have more of a wrap-up session in the afternoon. That session is going to evolve a bit in terms of what will be discussed. One piece of it will be how do you go forth as ATLAS II, as At-Large ambassadors and build your network and network with other people and how do you take this to the next level? How do you keep going with the skills that we've discussed here? That will finish us out on Thursday.

So, that's the agenda. Any questions on that? Good, good. Okay.

So, the other pieces that you have in your packet – and I will apologize to the forest and the trees right away because there's a lot of paper here. We've got a pack of slides and the reason these are full-page slides and not just note slides is some of them … We wanted you to be able to make notes on them as we go through. Also, there's some worksheets in here where you'll be filling things out on the page. My apologies, thought, that there's 98 slides here. I want to tell you this session is not death by PowerPoint. I don't work that way. I'll use some of these, not necessarily all of these, but it's better to have them and not need them than need them and not have them. So, we've got lots of information

here, probably more than we'll cover in a given topic area. So, those are your slides.

When we go into breakouts, it's great to take this with you. Just take your pack with you because you'll be referring to it as you're practicing the skills.

For some of you, for the Spanish speakers and the French speakers, you're going to be in breakouts as well, with interpretation. So, we've created some documents for you – a translated agenda, for example – and we also created a supplementary document in French and in Spanish to go with the slides. So, you'll have the slides but then you'll have the French and Spanish version of those slides as well. And if you've got questions on that, let us know and we'll be happy to help with that.

Finally, the last two pieces that you have are the case study pieces. So, our case is called the 7 Tribes of the Galaxy Network. This is not the time to read the case. I will give you some time, though, at the end of the session while we're getting the breakouts configured where you can read through this and get familiar with it.

Essentially, what this is, we wanted to have a little bit of fun with it. Essentially, it's the Internet … How do we deal with the privacy versus security argument? And the EPDP Phase 1 session, there's a backstory on that within the case study, too. So, that's going to be the base of our discussions. And the way that we're going to structure the discussions, is the second document where you have the EPDP group positions.

So, we've identified the seven tribes, as we're calling them – the seven groups of this galaxy – and these groups have positions on privacy versus security. So, we're going to assign you to groups representing each of these tribes.

For sake of numbers, since we don't have the full numbers we were anticipating, we've collapsed two of those groups together with probably aligning points of view. But we want you to take on the point of view of that group and we also want you to refine that point of view. So, your discussion this afternoon, for example, in the breakout will be on … Okay, this is our point of view, whatever group we're assigned to. How do we refine this in a way that's effective, in a way that might be convincing to others? So, that's breakout number one.

Breakout number two, when we have the conflict and influence, we're going to split the groups up so you have varying points of view represented in the room to have a discussion as well, with the emphasis being on the skills of conflict and influence.

Then, breakout number three, you'll be back together with the same group that you'll be in today. And that's what your numbers are all about on the back of your name cards is which group you're going to be assigned to.

From there, you'll be structuring your presentations and then you'll be giving your presentations when you come back into the room. So, that's what all this documentation is.

So, you don't have to worry about the group position, this piece until tomorrow. So, today, it'll just be the case study. Again, I will give you time to read through the case study, so we don't have to take away from content time. So, that's all the documentation that you have.

Let's go to the next slide, if you will. So, I've talked through exactly … Actually, I've gone through all of this. Let's go to the next slide.

So, we have a panel that I will call up. Before I call the panel up to talk about that, I want you – I don't know if you know the people that are around you. So, I want you to take a few minutes just to introduce yourselves to each other. And I've put up a protocol on these two flip charts.

So, essentially, three things to discuss in, say, a group of three, maybe a group of four. Tell your name or the name that you'd like to use this week. It's okay. Whatever is on your nametag. If you want to use a nickname, that's fine, too.

The second thing is how did you find ICANN? Or maybe how did ICANN find you could be another way to think about that. So, how did you connect to this organization?

The third thing is what do you find most satisfying about your volunteer work with ICANN?

So, turn around and talk to people around you, beside you. Just a group of three or four and introduce yourself and just use these protocols. Go around. I want to say maybe four or five minutes for this, just so you know who you're sitting with. Okay, go.

One more minute.

UNIDENTIFIED FEMALE: If, for any reason, you need a mic, if you feel like you want, I have one here.

UNIDENTIFIED MALE: I always need a mic, break into song.

UNIDENTIFIED FEMALE: I'm all about that, yes.

DAVID KOLB: Okay, if you'll get back to your seats. Okay, come back. Let me have your attention. Okay, come back, come back.

So, we have changed the configuration in the front of the room. So, as we were designing ATLAS III, I asked the leadership program. I said, "It would be great, as we're talking about this concept of thought leadership and change leadership, who are some stars? Who are some people that really exemplify this in some way?" And these five names kept coming up. I don't know why. I don't know if that's good or bad but they kept coming up.

And they also represent all the different regions, too. We wanted to get someone from each region to think about that. So, we've asked them to be a panel of which I'll ask them some questions about thought leadership and change leadership and leadership within At-Large. But

JONATHAN ZUCK: What was the question again?

DAVID KOLB: The question is your name – that's the easy part. Then, how you connected with ICANN/At-Large and then what do you find most satisfying about your work with the community? So, same protocol as over here.

JONATHAN ZUCK: Hi, good afternoon. It's good to see all of you. I look forward to meeting you all. My name is Jonathan Zuck and I'm the Executive Director of the Innovator's Network Foundation which is a thinktank in Washington, DC, that's working on the future of work, like the affect of artificial intelligence that will have unemployment and things like that.

                        I have been connected to ICANN for some time. I used to run a trade association of small software companies and so my first meeting was in Vancouver. I think this might be 45th ICANN meeting. I was over on the business side in the Intellectual Property Constituency. But, recently,

since I retired, I have joined the At-Large because l feel like it's the most important constituency inside the organization and most needs to demonstrate that in the community. So, I'm really excited to be here.

DAVID KOLB: And what do you find most satisfying?

JONATHAN ZUCK: Oh. What I find most satisfying about working in the ICANN community is that I think almost everyone is just earnestly interested in doing the right thing for the Internet. When you're engaged in the political environment in a capital city lobbying in government or something like that, it feel as though there's a lot more commercial interests at stake and this environment feels a lot more like a group of people that really just want to do the right thing.

We had a transition period that we went through where we let go of the last sort of tether to the United States government, which was called the IANA transition. That was preceded by a two-year accountability framework development process that we had and that was one of the most rewarding things I think I had done in my career. That's because of just working with a bunch of people that really wanted to do the right thing.

DAVID KOLB: Thank you. Roberto?

ROBERTO GAETANO: Yes. Good afternoon. My name is Roberto Gaetano. That's one question off. The second question, how did I meet ICANN? Actually, it's sort of a long story. I'll keep it short.

I was participating because I was working with for the European Telecom Standards Institute. The process of formation of the new rules for managing the domain name system, that was eventually become the IFWP, the International Forum for the White Paper, and that eventually was the … I was in the Steering Committee of that organization and that eventually shaped up ICANN. So, I knew ICANN before ICANN was created.

Then, at one point in time, there was the ICANN reform. We are talking about 2002, I think. ALAC was created and I was appointed by the NomCom as one of the five first representatives to the ALAC representatives.

Then, eventually, I became the Board liaison from ALAC and then eventually the NomCom appointed me directly to the Board.

So, it's sort of a long story but it's made up of periods. I have been following for a while. Then, my job brought me elsewhere and I continued as a volunteer. It goes in waves. The last wave, I was in the Board of Public Interest, [inaudible] eventually becoming the chair of the Board and that was a six-year period that just ended earlier this year. So, now I have more time for getting engaged in ALAC.

What I like about this community is the variety. Everybody is different. As I said, I have been here for a long time. More than 20 years. And the

moment that you have such experience, you might be led to believe that you know everything. In particular, the ALAC community makes me realize that you don't know everything because at every meeting, every time that I meet a new person that comes from a different part of the world, there is something that I learn, there is something that genuinely I didn't know before, and that is a continuous enrichment process and that doesn't make the job, if I can say a job as a hobby – it's not a job – makes it interesting and worth the experience and the tough work, because it's at times tough work. But that's basically it.

DAVID KOLB: Thank you very much. Fatimata?

FATIMATA SEYE-SYLLA: Hello. My name is Fatimata Seye-Sylla. I'm Senegalese. I'm the outgoing vice chair of AFRALO. So, how did I get connected to ICANN and At-Large?

I've been an active participant of the World Summit of the Information Society. And in 2006, my African colleagues brought to my attention the need for Africa to be more active within ICANN, to be more involved in ICANN activities and asked me to be an active member of At-Large. And this is how I came to be connected to ICANN and At-Large since then. Since 2007, I was a member of ALAC selected by the community and then I chaired AFRALO for two terms. I was nominated at the NomCom as a NomCom member for two terms, came back as vice chair and I said

we need to make room for the young generations to come in. I'm very happy to see what I'm seeing today, with new faces coming in.

What do I find most satisfying about my work within the community? Well, my most satisfying work with the African community is about hunting for new AFRALO members and supporting them, coaching them. Many women, young women, to join At-Large and make them climb quickly to the leadership levels, thanks to the coaching of experienced people, experienced members like Tijani here. He works tirelessly to support the young African generation come in and make it to the next level. Also, all the ICANN capacity building activities that are being implemented. So, [inaudible].

DAVID KOLB: Thank you. Justine?

JUSTINE CHEW: Good afternoon, everyone. My name is Justine Chew. I'm incoming ALAC. I'm from Malaysia and I am pleased to say I have two countrymen in the audience.

What do I do? I am a commercial litigator in my day job. So, I go to court and I argue stuff. I also write stuff, corporate advisory and things like that for corporate clients. What I do in my day job has got absolutely nothing to do with ICANN. So, those of you who are in the same boat as I am, don't fear. Have no fear. Just jump in and enjoy yourself.

How did I get connected to ICANN? I've always been kind of a geek, so despite my [art] in connection to law and stuff, I do have a post-graduate degree in IT, by the way, so that's where the IT stuff comes in. I've always had a connection to technology. I've always been fascinated by technology and I selected the Internet as a way of feeding my interests outside of my work.

My first association with ICANN goes back to 2012. My time in ICANN isn't as illustrious as my esteemed colleagues to my right. The first [inaudible] was via the new gTLD review group as it was called. That's got to do with the new gTLD program. I volunteered services to help At-Large review applications for new gTLDs, basically to see if At-Large had any objections to certain applications that were going in. I remember doing things with Dave who is sitting at the back looking at the applications and considering whether there would be problems with applications such as DotHealth, the string DotHealth. That's one I remember distinctly.

Since then, I have been volunteering with ICANN off and on. I have been a member of a number of policy development groups within the GNSO realm.

I am happy to say that I am a true blue At-Large person. So, I've never been affiliated to any other constituency in ICANN and I hope to keep it that way moving forward for as long as I remain associated with ICANN.

And what was the last question?

DAVID KOLB: What is satisfying?

JUSTINE CHEW: What do I enjoy most? Interacting with people whom I would otherwise not have the opportunity to interact with, so people like you. There are certain perks when you get involved in ICANN and you actually do work. You get to travel and you get to meet different people.

In terms of At-Large, I think one of the most satisfying things that I view, anyway, is to be part of a group of people that provide a prominent voice for end users in the policy work that are undertaken in all the working groups.

I'm really thrilled that you're all here because I would love to see more people going in and doing policy work, because at the end of the day, that's what At-Large is really about, making sure that the end users' voices are heard, that our interests are taken care of because, within ICANN …

Oh, the other thing is you find that the multi-stakeholderism model is very well and alive in ICANN but you will find that certain constituencies would have a larger voice, so to speak. So, we're always seen as the underdogs.

I would just like to share an observation. Earlier on in my association with ICANN, the At-Large voice was always dimmer. So, it wasn't as prominent as it is now. And I'd like to think that I provided to that, contributed to that and I hope that more of us can carry on that torch. Thank you.

DAVID KOLB: Thank you. Leon?

LEON SANCHEZ: Thank you very much. My name is Leon Sanchez. I'm going to be speaking both in Spanish and English. So, I will test interpreter services to whether they are awake, asleep. But I'm not going to be speaking Spanglish. I will do a part in English and then I will jump back to Spanish.

So, how did I find out about ICANN? When I was a student, I was always interested in technology and new information technology, etc. Back then, there was an emerging subject which was the Internet, right? So, I got immediately engaged and captured by everything that was around the Internet. Of course, with that, came along the notion of ICANN. I wanted to be involved with ICANN for many years but of course I didn't have enough time to dedicate and to engage and to contribute meaningfully to what ICANN is doing, so I had to wait.

And I waited until 2012 when I applied for the fellowship program and I became a first-time fellow in 2012 back in the Prague meeting. That is when I came to an ICANN meeting, as a fellow for the first time.

But before that, I was in the Mexico City meeting and I had the luck to actually be at ATLAS I back then. That was my official first contact with an ICANN meeting. As any newcomer, I had no clue what I was doing there. I didn't have any understanding of what people were discussing. You've been there like me. You know what I'm talking about.

Then, after I became a fellow, I started participating in different groups and different discussions. I first joined the Intellectual Property Constituency, [inaudible] an intellectual property lawyer by training and that is what I do for a living. Funny that even if I am intellectual property attorney what I do is not related to ICANN at all because I do copyright and I do litigation in regards to copyright, but I don't do trademarks and I don't do anything that actually goes along with what ICANN does. So, since [inaudible] outside ICANN's remit, I have absolutely nothing to do with ICANN in my other part of my professional life.

Well, I found out that the IPC was not the right place for me to be because I have also been a user's right advocate for a long time. I happen to have drafted the first Internet Users Rights Bill in Mexico, which unfortunately didn't pass the senate, but there it is. It was drafted more than ten years ago now. So, it was kind of ahead of its time and it actually brought the discussion to the table and I think that was meaningful.

After getting to realize that the IPC was not the place that I wanted to be, then I joined the At-Large community and then I applied via NomCom to sit in the ALAC. After that, I was very lucky to have a lot of people that supported me, that continually taught me about things and engaged me in different working groups, etc., until I came to the CCWG. For those who may not be familiar with that, the CCWG was the cross-community working group on enhancing ICANN's accountability. I was co-chairing that group and we had a great experience throughout two

years of very hard work with the community in trying to enhance this accountability framework that is now in place after the transition.

After that, I had a very lucky support and trust from the At-Large community to be seated as an ICANN Board member in seat 15 and here I am today speaking to you in this ATLAS. I'm very thankful for that.

And I am switching to Spanish. What is what makes me more satisfied being in ICANN? That is being able to serve our community. It's knowing that we're doing something with an impact on so many people worldwide, and if we are here, such as Justine said a minute ago, we have the possibility of speaking up for those that don't have the chance to be here, to put on the table those interests, those concerns and advocate for users and things that are important for them. That is what I like about being here, being with people, getting people closer, building bridges, having people come closer. And even when we have differences that are huge, of [inaudible] it's good to find points of encounter, shared ground, where we can walk towards consensus or agreement for Internet to keep on working such as it has been doing up to now, so that we can improve what we are doing. This is what I like about coming to ICANN. Thank you.

DAVID KOLB: That's great. So, I've got a few questions. For sake of time, I'll probably shorten it down to just a couple of questions versus four questions since we got to a late start.

So, my first question – and this doesn't have to go in any specific order, so if something comes to mind, just go for answering the question. So, what does it take to be a successful leader within the ALAC community? What does it take to be a successful leader? Leon?

LEON SANCHEZ: Work.

DAVID KOLB: Okay.

LEON SANCHEZ: That's the key. That's the key. Work. If you want to be successful, not only within the At-Large community but in ICANN at large and pretty much any constituency, any supporting organization, any advisory committee, what you need to do is work and commit time and to commit yourself to whatever task you decide to collaborate with.

We are volunteers, yes, but when we volunteer for something and we step up to something, we make a commitment to our community to dedicate times, to allocate resources, to meaningfully contribute and to constructively participate in discussions and in groups around the topics that we are interested in that we are actually advancing. So, for me, the keyword to becoming a leader, not only within At-Large but pretty much everywhere in ICANN is work. A lot of work and hard work.

DAVID KOLB: Gracias. Fatimata? I saw you reach for that microphone.

FATIMATA SEYE-SYLLA: Thank you. For me, you need to have skills in teamwork, good listening skills, consensus building, self-confidence, patient, and be respectful because you work within a community. You have to have determination, knowledge of ICANN issues. Hard work, of course, and be results-driven. And also a lot of engagement.

DAVID KOLB: Thank you. Roberto?

ROBERTO GAETANO: Of course, you need to be a hard worker but I think specifically in ALAC, I think that you have to be able not only to listen, which is already a first step that is not easy for a lot of people that don't live in this type of environment, but to understand, to make sure that you really understand what people are saying, and that you understand what they are not saying.

                         We have to always remember that we are in a multi-cultural environment and the message across translation, with people that don't speak in their mother tongue, probably the concept is not in a perfect shape. So, you need to … So, make sure that you understand, asking back some verification questions to make sure that you have understood because when you are a leader of this community, you have

a great responsibility because it comes from people … I'll just make an example.

If you're the leader of, I don't know, the registrar or registry community, then you know that more or less you might have differences or not, but basically you have a common ground and here we don't have a common ground. The task of a leader is exactly to build the common ground, to make the community advance.

Then, of course, you need to be hardworking. You need to be able to express yourself correctly. But that's almost accessory and is necessary for every type of leader. But specifically for ALAC is what I said as the main point.

DAVID KOLB: Thank you. Jonathan?

JONATHAN ZUCK: Thanks. I've spent my entire 15 years in the ICANN community as a change agent, trying to change the way the organization operated on a number of different levels. And I think there are two different kinds of leaders. There are leaders that are involved in the execution of the day-to-day duties of an organization and there are leaders that are trying to change an organization or parts of the organization.

If you're someone who is trying to bring about change, it's a very interesting task because you have people that completely disagree about what changes are needed and then you also have a group of

people that completely disagree that there are changes that are needed. And that is the most difficult audience. Those are folks that have tried everything and are cynical about anything being able to work. Those are people whose influence or power will be undermined through change, etc. And those are the most difficult to work with.

I guess what I have found is that you inspire your allies in big groups like this and you convert your opponents in much smaller groups, in the hallways and in one-on-one conversations. So, leadership can't come from oratory alone. It has to come from being able to work with people one-on-one to address their individual concerns, find a way to bring them on board for the changes you're trying to bring about and bring them together so that you're all moving in the same direction. So, those are just a couple of lessons that I've learned.

DAVID KOLB: Thank you. Justine, anything to add?

JUSTINE CHEW: It's always good to be the last because you can adopt what everyone—

DAVID KOLB: What they said. Right.

JUSTINE CHEW: Which I do. Two of the things I would add is being curious. I think that helps. Always asking questions. That helps me, certainly. The other

thing would be finding out for yourself what is it that you want to do here and then finding a place for you to do that.

DAVID KOLB: Thank you. Okay, so another question. Thinking about this concept of thought and change leadership, how do you define that in this context? When you think about being a thought leader – or, Jonathan, you mentioned being a change agent. Being a change leader, what does that look like? You folks were identified for a reason. Conceptually, what is this thought leadership, change leadership look like? What are some examples of that? Please, Roberto.

ROBERTO GAETANO: Yeah. I think that thought leadership is about a couple of things in my opinion. The first thing is that you have to know what you're talking about. But the second thing, and a little bit more complex to achieve, is to be recognized by your community, by your peers and so on, to be a reliable source of information or a person that is reliable, worth listening to.

if you don't have that, to become then a change leader is going to be extremely difficult because you don't have the authority, the [inaudible] authority by the community for trusting you about what you propose in terms of change. So, that's my point of view.

DAVID KOLB: Thank you. Others? Fatimata?

FATIMATA SEYE-SYLLA: Yes. For me, I would put it back into the context of At-Large. It's really having a strategic approach that positions At-Large as the [inaudible] constituency when it comes to end user's interest. And that strategic approach would also confirm the ICANN bottom-up approach, structure and also the multi-stakeholder model of ICANN. I just want to be very short in that. Should I talk about the change or wait?

DAVID KOLB: Go ahead.

FATIMATA SEYE SYLLA: The next level with this leadership approach will be to make At-Large [inaudible] end user's voice heard throughout the organization, [boosting] ALAC as highly respected constituency. You talked about respect among the ICANN SOs and ACs. And also has At-Large has been promoting end users' effective participation in all ICANN activities, reviewing the bylaws, drafting statements, [inaudible] recommendations and organizing meetings and workshops to outreach, build capacity and engage the end users. I think through doing these activities that we came to change. Thanks. And that's how we can describe the leadership change.

DAVID KOLB: Thank you. Leon?

LEON SANCHEZ: Thank you, David. I'm going to speak in Spanish. I believe in order to bring about change, changes in ways of thinking, we need many things. One of them is to be consistent between what you say and what you do. Being consistent between what you say and what you do makes our community and those who are around us respect us or hate us maybe. But at least we are consistent.

As we say in English, you need to walk the talk. If you are saying you are going to do something, you must do so. This is an important element so people will acknowledge others' leadership, that you have a clear way of thinking.

Another important element is listening and showing empathy with the people you want to influence. People think in one way because they are in a given scenario because they face a given reality and their way of thinking is aligned considering their scenario, their reality. If we want to make them change their minds in a vertical fashion by forcing them, by using an authoritarian model, we would just be rejected. People will just think the opposite we want them to think. So, we have to show empathy. We have to step into their shoes to understand their circumstances, their way of thinking, and if we understand them, we will be able to bring about a change in their way of thinking.

Of course, you need to respect diversity, cultural differences, beliefs, their social, economic, and political status.

There are two elements which I will highlight here when trying to bring about changes in the way of thinking. The first element is, well, you need to be brave. Those who bring about important changes in

mankind, when they start bringing about those changes they are considered to be crazy or mad. There is always a mad person. And they [inaudible] important thought, always. So, we need to be brave and we need to be ready to face criticism, to face people looking at laughing at us and cursing us because they will resist change and they will resist the new ways of thinking.

Thus, something which I have learned at ICANN is you have to be brave. Respectful but brave. We may say something and when we say it firmly, provided we are respectful and provided we have this empathy vis-à-vis the person are [inaudible] against us and we have to understand what the other person is trying to say or why he or she is trying to say that or why he or she does not agree with what we are saying.

These factors are some of the ones that should be taken into account to bring about a change in the way of thinking, David.

DAVID KOLB: I have a couple of questions I wanted to take quickly and I want to be mindful because I know that Leon has got to be somewhere and Justine has got to be somewhere and others may as well. So, what was your question?

UNIDENTIFIED MALE: Is there a real difference between thought and change leadership? Isn't the difference a bit blurred? When you talk about thought in the stature of thought leadership, you're talking about the kind of thought that the first [inaudible] thought. In other words, you're talking about thought

that is transformatory which is to say a thought that leads to a change. So, there is a definite connection. These are not distinctly different areas or different styles of leadership. Why would you classify it as two separate categories?

DAVID KOLB: That's actually me that did that. So, what I'd like to do is hold that question because I'm going to discuss that very thing after the panel. Okay, thank you. Daniel, what was your question?

DANIEL NANGHAKA: Daniel for the record. Chair for Outreach and Engagement. Mine may not be a question but somewhere, somehow it may turn out to be a question.

In my experience with ICANN, there is one interesting thing that always disturbs us and that is driving consensus, when we are in deliberation of different processes or issues.

So, in this case, [inaudible] the room gets so much intense. In your respective leadership processes, how have you been able to match your thoughts to avoid bias in the issues that are being discussed in order to create change and impact the decision or the community? Hope that makes sense. Thank you.

DAVID KOLB: Does somebody want to take that? Justine, you were moving that microphone.

JUSTINE CHEW: I'll start. You have to be thoughtful. You have to be able to develop what the thinking is in order to communicate it carefully and concisely and clearly to people that you are trying to persuade.

DAVID KOLB: Jonathan?

JONATHAN ZUCK: Thanks for the question, Daniel. I have a different perspective on this. One of the oldest treaties on thought leadership came from somebody named Machiavelli. You could sum up his perspective with one word which was manipulation.

I think that in this modern era, and particularly in this organization, it's not about setting your bias aside but owning it. In other words, come with your bias. Explain it. Be up front with it. And make it a part of your discussion so that everything you're saying is in the context of that bias and that you still believe that the policy that you're recommending is the one to do anyway. And that's I think, through the front door for lack of a better term, is what I think has been the most effective. And the people that try to trick you into thinking that what they want is really what you want or they really have your best interest at heart, etc., are less effective in this organization generally and in the At-Large in particular than the people who are willing to say, "This is what I want and I think you should want it, too."

DAVID KOLB: I even think Machiavelli would be challenged by ICANN volunteers. Just thinking out loud. Humberto, you had a question, please.

HUMBERTO CARRASCO: Thank you very much. I'm going to speak in Spanish. I would like to thank for the presentation of the speakers and mostly I would like to correct Roberto.

                        You have forgotten something when you introduced yourself. You forgot in your experience to say that you were the organizer of [Gems Band] in ICANN. One of the organizers, right?

                        And why I'm telling you this, because ICANN is not just working such as we're doing it. We also have other activities, not just music. I know there are [inaudible] initiatives and the meetings that will also prosper.

                        We have to have leadership as well to manage a group that never has time to rehearse the chairs songs online. You typically talk a couple of minutes one or two days before about the songs and try not to be in a ridiculous position and do some good. This is also part of ICANN and of understanding the leadership. It's not just here. We have consensus issues to see which songs we're playing and we arrive at consensus and we try everybody to have a good time, to feel good as well.

                        So, apologies, Roberto, for correcting you but it was important to say. Thank you very much.

ROBERTO GAETANO: The concert, the jig, will be on Wednesday.

DAVID KOLB: There are other questions here but we're a little bit behind schedule and I want to give the interpreters a break as well. I know that you've got to be somewhere in about four minutes. With that in mind, what I'd like to do is go ahead and take our break and then come back for the plenary so we can do some frameworks before we go into breakout. I apologize for those that have questions.

I'm reminded by a quote of Mike Tyson, I think, who is a boxer in the US who said, "Plans are great until somebody punches you in the nose."

So, 15-minute break, come back in here and we'll talk about the frameworks. Panelists, thank you so much.

Two-minute warning. Two-minute warning. Break is over in two minutes.

Okay, come back. Let's get started. Okay, let's get started. Come back to your seats. Come back, come back. Okay, let's get started. I think we've lost some people.

So, we have a lot going on. I'm making some in-flight adjustments as I like to call them. So, this is the in-flight adjustment that I am going to make. There are several slides around thought leadership and change leadership that I'm going to skip over for now but come back to tomorrow morning because I want to get you into breakouts talking about the case, but in order to do that, I need to introduce you to some

frameworks around effective communication which I can separate out from thought and change leadership and that gives us more time tomorrow morning.

So, this is slide #14 is the one that we're on right now. It could be 13. In the participant deck, it could be 13. We're working off two different decks here. Excellent. Looks like everybody is back in. I was really worried when we went off to break. I thought, "How many people are we going to lose and they just will not come back?" But not too bad.

So, I want to talk about a couple of things. I want to give you some time to read through the case study and then we'll configure our breakouts. We will still end at 6:30 in the breakout rooms. That's my commitment to you. So, we're not going to go over time but we were just behind in the way we started.

So, that said, in terms of leadership, communication is just a key aspect. You heard it from the panel in terms of communication and courage and those kinds of things of what it takes to be a successful leader.

And I'd say that a key piece of change leadership, if I differentiate that from thought leadership, is almost … I'll use the term over-communicating. You can't communicate enough as a change leader to make sure that people are clear, because if you don't communicate a change well, inevitably people will fill in the void. If there's a gap there, they will fill it in with information that's not necessarily the right information or the true information. So, communication becomes a huge piece of it.

Communication happens in a lot of forms. In this course, we're not talking about written communication although that's key. A lot of your communication occurs in written form, in the form of emails and communications that you send out. It also then occurs on phone calls. There's a lot of phone calls that take place within the ICANN community to coordinate policy and coordinate other things.

Then, finally, there's this face-to-face communication. So, when you think about that, when you have something face-to-face, you've got so many things to work with. You have voice tone. You have facial expressions. You have gestures. And then you have words. When you're on the phone, you have voice tone and you have words. And when you're in email communication or a memorandum, you just have words and the way the words are punctuated. I guess if they're call capitalized with a lot of exclamation points you can read emotion into that as well. So, it kind of diminishes in terms of what you can do.

I was listening to some people outside yesterday as I walking down and they said, "I get so much more done in a half an hour face-to-face meeting than I do in two hours' worth of a phone call," because you're going back and forth and you're not just getting the words, you're understanding the message because we communicate the message with our bodies, with our face, with our tone of voice, those kinds of things. So, that's where face-to-face comes in when at all possible.

I love coming to ICANN meetings when 2500 people are here because there's a lot of face-to-face interaction that occurs.

You're going to be spending some time in face-to-face interaction in these breakouts, so I wanted to start with this slide. One of the things … I'll call this communicating with intension. In communicating with intention, you want to … It really consists of three elements that we'll talk a little bit more deeply about which is listening and asserting. So, the way that I think about listening and asserting is think about it as breathing. Listening is breathing in. Asserting is breathing out.

So, asserting is not being aggressive. When you say being assertive, for a long time assertiveness training that was occurring was how to be aggressive with people. That's not what I'm talking about. Asserting is essentially saying what you need and saying what you want in a clear, concise, compelling way. That's how I would define asserting. And that's the breathing out part.

The breathing in part is listening and there are some elements to listening that we'll talk about, too.

But to communicate with intention, the third element is asking good questions. The way the case study reads a little bit is it's set up … You've got privacy versus security. So, immediately you have a conflict. It's either this or it's this.

So, one of your goals will be, as you discuss the case, how do we make it a both/and solution? How do have privacy and security considered without it being we've got to have security, no, no, we've got to have privacy? How do we create a solution or start to move that way that incorporates both of those things? That's a piece of what you'll be

discussing in the case. But you need to do that by asking good questions.

So, we're going to come back around to that. But I wanted to talk a bit about this. Ask solution-focused questions. When appropriate. Solution-focused questions are essentially those questions that lead to a solution. If you ask problem-focused questions, essentially you become an expert at the problem. I keep asking you things about the problem. How did this happen? Who did that? Who said that? Why did that happen? Now we're an expert on the problem but we haven't made any progress toward the solution.

So, when I say solution-focused questions, they're more about what-if and how and suppose kinds of questions that lead us to a future state, that lead us more toward a solution. So, solution-focused questions.

Discuss present and future more than past. I just mentioned that. I love these. Avoid details, problems, and drama. So, avoid a lot of getting into the weeds of it, the details of it, that may be useful at some level and at some point in the discussion but not all of the time because that's also a way to avoid being influenced or to avoid doing something because if I get you into the details, I've just distracted you in the conversation. So, stay away from details questions and then also problems questions and then drama questions. These are my favorite. So, drama questions essentially is we're having a discussion and it's like "So, who's involved with that? Who said that? Are you kidding? I can't believe she did that. She always does that." That's drama. It's just drama. So, stay away from the drama questions of things that will just take you down that rabbit

hole, that trail that is not useful. It might be fun for a little bit but it's just not useful in terms of getting toward a solution. So, stay away from details, problems, and drama.

The last three pieces here are be succinct. So, be concise. I used the expression word economy. When three words say it just as well as 15 words, go with three, especially in this multi-lingual environment that we're in. Being concise and succinct with your words is going to be helpful to the non-native speakers in whatever language you're speaking in and they're trying to understand.

Be specific. So, try to keep it on point. Keep it on the topic that you're talking about. Don't let yourself get too distracted with I'm talking to you and, oh wait, there's something shiny. Squirrel! And I walk over this way. Just keep it on track. Keep it specific.

Then, finally, be generous. And what I mean by being generous is allow the other party to be ignorant. And I don't mean that in an offensive way. I mean that in a way of I don't know something, I am ignorant of that fact. So, be generous with me. Allow me to be ignorant. Allow me not to know because then if you're generous, that will help me to be open to what you have to say. But if you diminish me, if you just start giving me the ICANN alphabet soup of, "Well, this acronym and that acronym and that other acronym, and if you were involved in an SO, AC, or WG then you would know more about this." Try to use what that acronym actually means. Be generous with me, allow me to learn, especially folks that are new to ICANN. Next slide, please.

So, on this piece of listening – and I talked about breathing in, breathing out – this is a visual really about how do you balance listening with asserting?

So, with listening, three elements. Connecting, questioning, and paraphrasing. Connecting is simply being involved in that conversation, being fully present. When we talk about personal presence, a piece of that is to actually be present in the room.

One of the distractions that you have within ICANN meetings that I've learned to work with over the years – and someone just asked me – is laptops. When I was first doing the first community leadership program in Buenos Aires, it took me a while to find out that this person over here was pinging this person over here about how I was doing in the front of the room. You'd see this ping and then you'd see this eye contact and then you'd see the person over going … I mean, they ate my lunch. We had to stop the action at one point and say, "Okay, what's going on?"

The whole messaging and laptops and everything else that's going on in the room, that's distracting. It's harder to connect with somebody when you've got other things going on. So, try to minimize that. Try to minimize the distraction by connecting with someone. And there are some physical characteristics of connection.

It's great. I can go into a lot of behavioral things of eye contact, leaning forward slightly, engaging, mirroring the way that they look. However, if you're really in the moment and present, all of those things take place because, physically, you just do that if you're connected in a conversation.

The next thing, then, is questioning. Don't go to the other slide yet. I'll come back to it. Our next slide will be on questioning and I want to get really specific about that because I think that's a key to your discussion coming up.

Finally, paraphrasing is a piece of listening. Somebody brought this up before. This is where non-native speakers – and when I say non-native, I don't mean non-English speakers but whatever language is the language of the meeting where non-native speakers really have some leverage because you can paraphrase so easily. By saying, "I'm not quite sure I understood that, let me say what I'm understanding." For me, if I'm paraphrasing in an English discussion, I've still got to say that I'm going to paraphrase in some way by saying let me make sure I'm understanding. What I'm hearing is … A prompt that's saying I'm going to summarize.

But for the non-native speakers it's great because you can say, "Hang on a second. You're speaking too fast," which I may be right now. But l, "Slow down and tell me again what it is you're trying to say," or, "Here's what I'm understanding." That way, you'll see if the translation works.

So, that's really about paraphrasing. And paraphrasing should capture both the message away the intent of the message, because if you can see it, you'll see what that is. So, somebody very excitedly says, "This isn't the way we need to be going on this," I can paraphrase and say, "So it sounds like you've got an issue with our direction," versus saying, "This isn't the way we're going on this," because that's just saying the words back.

So, paraphrasing is really what is your understanding of what it is they're trying to say? And that's the third element of listening.

Balancing that with asserting, the three Cs there – clear, concise, and compelling. I'm being clear on what it is that I'm trying to say. I thought about it myself. I'm concise, succinct, [inaudible]. And I'm trying to be compelling. When we talk about influence tomorrow, we can talk about how to shape your argument in a way that's more compelling and more effective for the other person. I'm not trying to manipulate but I'm just trying to be effective with that. Next slide, please.

So, let me come back to the questioning. Questions are what make listening active. And there's a variety of kinds of questions that you can ask. So, we've got clarifying questions, facilitating questions, and challenging questions.

Clarifying questions is trying to direct the discussion in a way to get clarity on what it is that we're trying to discuss. So, what should we focus on? Tell me more about the options. What resources might be involved? Those are all things that get more information and they're clarifying what it is that we're talking about.

Facilitating questions, then, are things like, "So, what do you want from this? What's currently working? How should we proceed? What would change your mind?" Those things, if we think about facilitating as a definition is just simply to move the process forward. Facilitating questions help to move the process forward. They move the conversation forward in some way.

So, those are some examples of facilitating questions. Finally, challenging questions are simply things that are more solution-focused as I had mentioned before. So, what does success look like? What's keeping you from taking action? When we talk about coaching, we'll talk about one element of the GROW model which is will. Are you willing to do this, as a piece of coaching, effectively because you may have this elegant action plan and these elegant steps forward and when you say, "So, are you willing to that?" and the other person says, "No, that is way too much work. I am a volunteer. I have a day job. There's no way I'm going to do that. This is way too much." Okay. So, let's back off a little bit and find out what will work.

So, if X were not an issue, how would the solution change? So, X is just that topic. If it's money, if it's time … If privacy weren't an issue, how would security change? If security wasn't an issue, how would privacy change? So, you're basically taking something that may be someone's pet topic or the thing that they are biased toward and say, "Let's say that that's off the table. How would you think about it if that was off the table? How would you think about it if that wasn't an option?" That's a challenging question.

Finally, what are the implications if we don't take action? If we don't do anything here, what's going to happen?

So, those are examples of questions. So, when we go into the breakouts, what I want you to do is think on two levels. One, you're going to be familiarizing yourself with the case. The other is how effective are you at listening, asserting, and asking good questions? So,

reflect on that as you're talking but also make notes of what other people are doing in your breakout room that's effective for you. "That was a great question!" So, make a note of that was an excellent question or the way that he or she followed up on that, or paraphrased that, really helped me understand it better. So, those are the mental notes we want you to think about in terms of the process.

So, I'm going to get you organized for your breakouts but while we're getting the coaches and the groups together in the back of the room, what I want you to do is read the case study and just get familiar with that. So, the 7 Tribes of the Galaxy Network. It's got about three or four pages there. Get through the case. You've got some background information on the EPDP process and just read through that, get familiar with it and we'll start to organize how the breakouts are going to work.

So, if I can have my coaches/facilitators come to the back of the room, we'll get you organized into your groups. And staff as well. Essentially, if you have a white name card or you've been designated otherwise, come to the back of the room. Otherwise, stay where you are, read, and we'll be back around to you shortly.

[END OF TRANSCRIPTION]