MONTREAL – ATLAS III Plenary: Time Management and Delegation and Meeting Facilitation
Wednesday, November 6, 2019 – 17:00 to 18:30 EDT
ICANN66 | Montréal, Canada

DAVID KOLB: It's 5:00. Come in, have a seat. Our last session is about to begin. Well done. Welcome back. Here's what we're going to do. For this session, we have a lot of ground to cover. I'm going to make a few in-flight adjustments because I want to make sure that we have some time to properly close our plenary sessions because his is the last content piece that we have.

So, the topics that we want to get into a bit are time management, which I'll affectionately call "getting things done," then delegation, which is part of getting things done. Maybe, a bit around meeting facilitation. We'll see how it goes. I want to wrap up with something that I skipped on the first day because of time but I wanted to bring it back as a closing framework to consider.

I want to spend the first 15 minutes on finishing up what's now your now half on the floor and half on the wall Post-it charts, to finish your pyramids on that, with the outcome being … Well, we don't have time. We've got one, two, three, four, five, maybe six. We may have time for some really brief what were your findings based on what you have on the wall? You know where you put your Post-it pads. Go to that place, with your colleagues that also put Post-it notes there, and create your pyramid of trying to organize those thoughts into something that you

could present back as, "How do we turn up the volume to create a better voice for At-Large and ICANN?" Okay? 15 minutes. Go.

Five more minutes? Five minutes? Okay. I'm going to give you one minute to tighten it up, and then we will have a quick presentation and find out what's going on. Are we ready? As ready as we will be. Presenters, if you'll stay up at the wall and the rest of you sit down we'll find out what you came up with. Finishing touches, I see. Okay. Okay, it's time. Let's get some presentations going, here. Have a seat unless you're the presenter. Otherwise, stay up at the wall. I see presenters, there. Let's see, here. I'll start over this way and we'll work our way around. I'm walking this way. Finishing touches. I'm walking this way. Here I come. I'm walking this way. She's running away. You must be the presenter.

[PRODEEKUH:]:   Yes, I'm the presenter.

DAVID KOLB: Okay. These presentations should be brief, concise. Of course, compelling. I hope the question that we're answering is, "How can we turn up the volume on the voice of At-Large and ICANN?" Without further ado, presentation number one.

[PRODEEKUH]:   This is [Prodeekuh] and I'm presenting these two rows here. We feel that we're already doing a good job as ALAC, as At-Large and ICANN,

with regards to our voice but there are ways in which we can increase this voice and here are some solutions on that.

Broadly, we have categorized the solutions in three parts. One is a set of actions that we need to undertake. There are some of our existing points of focus which we need to review. The third thing is some sets of processes, mechanisms, or some outcomes which we can facilitate via increased outreach and engagement.

Coming on, some actions which we can undertake. We have written a lot of things. Broadly, what we are saying is we need to maintain our focus. We need to refine our focus as to what we want to exactly specify and talk on. We need to maintain our social media presence and presence in different portals. Once we have our focus in place, once we know what we want to do, we can try to do it as wide an audience as possible. Then, obviously, teamwork and other things also play a very critical role.

Some other actions which we might suggest here is, because we are someone who believes in presenting diverse viewpoints, we should also raise, if possible, uncommon views and be tolerant of what other people say. We have to be respectful of that.

Some things which we have to review. We are already doing a good job here but we can further review our feedback mechanisms, how we take feedback about existing work which we are doing, our capacity-building initiatives, how we can strengthen them further and try to understand which capacities are missing and how they can be

leveraged and improvised further. Then, obviously, two things about how we can streamline ALAC as of now with different representations; and overall, how can ALAC's role be further improved in the board? These are things which we ought to review.

These are some of our desired outcomes and some processes which we would suggest for increased outreach and engagement. We have a variety of things, whether it is getting new people in. How do our existing people, as well as new people, engage with stakeholders who are outside ALAC? Then, what are the incentives which we are creating for these people in the system?

We firmly believe that once we take all these three steps, some new actions, a review of our already existing actions, and further increased engagement and outreach, we feel that we can improve the efficacy as well as turn on the volume of the voice of At-Large at ICANN. Thank you.

DAVID KOLB: Thank you. Excellent. Thanks so much. Let's try something else.

DEV ANAND TEELUCKSINGH: Thanks. In addressing the question, "How can we turn up the volume on the voice of At-Large and ICANN?" our tables came up with four core top themes. Communication, outreach, capacity-building, and organization.

Under communication, it's more about ensuring that we have more public comments and make sure that we make more frequent

interventions in the public forus so people are more aware of us. The thing we need to do is ask provocative questions when we are discussing the issues so that we can come to consensus and get a clearer idea of what we want to see. Other things mentioned under communication is ensuring that there's a social gathering of supporters of the idea. In order to do that we need to make sure our statements about these ideas are clear.

Preparation, which was described earlier. Prepare to say what you mean and say it clearly and wisely is how one put it. Under outreach, again, it's about trying to find more persons to become members of At-Large. Talk to as many people as possible. Engage with people in their language, even if it's just to break the ice.

One interesting idea was to wear coordinated clothing so you stand out, which was a unique idea, I thought. Our At-Large badges … You stand out from the crowd. Again, don't just stay in your silo. Network with the community.

Under capacity-building, learn from those already in the system so you can learn from them, which was the main idea of capacity-building. Under organization, focus more on the policy issues, rather than the process issues, get organized to ensure that our voices are heard, and encourage people to join visible working groups that can assist in policy development. Also, give analytics and reviews like a feedback loop. So, are we doing good? How can we improve? And so forth.

DAVID KOLB: Do we have a presenter for this chart here? Are you coming? Okay.

UNIDENTIFIED FEMALE: Yes. We have three categories regarding increasing the volume. First, to engage during the sessions, and during the public forum, announce how we do that. Also, we need content and guidelines before both. We have another 11 here regarding ALAC supporting the content through fact-based institutions focused on the important issues, providing public comment, and the medium of how to provide the content through blogs. Create articles to provide that.

Then, we have the communication behavior. Even during public comment, someone wrote "shout" to reduce the volume. Then, also adding the capacity-building issue so the community, the staff, will be aware of the problem. That's it.

DAVID KOLB: Thank you. Okay, I'm coming over this way. Inez is making her final adjustments to her wall. I've got to say, I feel bad for these orphaned Post-its, here, that just never got a lot of attention. So it goes.

[INES]: Thank you very much. Hi, everyone. Our goal, of course, as everyone, is to turn up the volume on the voice of At-Large in ICANN. Our strategy— let's say, our pyramid—is three-fold. First, it has to do with education. Education, knowing the subject, training and mentoring of the members of At-Large, for example, through fellowships. Also, trying to

attract the fellows in the NextGen. Also, creating a real, responsive website for more targeted education. Also, we have to attract newcomers.

Also, we came up with the idea of establishing At-Large youth. That was a nice idea. We also want to create some mechanisms between the members of peer support, peer mentoring, talking to people, and engaging with the membership. This is our first pillar in our strategy.

Number two has to do with advocating and engaging. How are we going to do that? We need to attract a more diverse At-Large membership. Diversity doesn't only have to do with region but also with diversity of ideas. Also, observe and comment. We also talked about increasing gradually the involvement of the membership so that they feel more useful and more needed. Keeping the At-Large membership updated on current discussions and seeking their feedback. This is very, very important in improving the engagement of members so that they feel useful again.

Also, we talked about giving … This is really tricky. This is almost a dream. Giving enough time for members of not only At-Large but all constituencies to take part in comment and enough time to read the documentation. We need more advertising about the At-Large position so that every single member of At-Large knows what is the position of At-Large on this topic and that topic. Sometimes this is not clear. Trying to make them participate, attend the meetings, and ask questions at the public forum.

The third one has to do with trabajando mas (more work). The work has to do with having strong and active liaisons to make the voice more heard. Writing press releases about the evolution of the discussions. More outreach and more information about At-Large activities. Assigning active members at all fronts in working groups. This is also, I found, very useful. Sending personalized invites to key community members in ICANN, those that you know will hear you and will help you reach out that idea or that decision. Choosing charismatic speakers. This morning, we were talking about presence.

Our fourth pillar, which is something we're hiding, is our funny one. The fourth one is being attractive. Shout, "At-Large!" on the streets without any reason. Wear a red t-shirt with white letters in order to be seen. Thank you very much.

[CHRISTINA RODRIGUEZ]: I want to say that I have [put it] four times, as [Dev's] advice, for the four. Yes. First of all, I want to say that our speakers said mostly the same things but I don't want to repeat all the things they have said. Okay. First of all, I will talk about the difference with the other groups. It was about the building of a strong agenda with concrete points of doing our mission. Of course, I want to add the volunteering part to doing this, like to engage more volunteers from different regions, to start to work with them closely and even person-to-person, to mentor each other.

Then, I want to emphasize that we should advocate end users points of view. It also will increase the At-Large in ICANN. We should strengthen

relationships. We should do outreach as was said. I'm starting to repeat, yes. What else?

VANDA SCARTEZINI: The presence in the other communities from members of our group to work together and help them to understand better our mission and why we are advocating for some points or not.

[CHRISTINA RODRIGUEZ]: Thank you, Vanda.

VANDA SCARTEZINI: Sorry. Just because people here were writing in two languages it's not easy to read.

[CHRISTINA RODRIGUEZ]: Yes. And I want to add in the end that we should do ATLAS Summits more often than once in five years. Thank you very much.

DAVID KOLB: Excellent, excellent. Hang on one second. It would be great to capture this in some way.. It would be great to try to capture some of this information. I think there are some really useful ideas here that would be helpful. Tijani? Please.

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TIJANI BEN JAMAA: Thank you very much. I may not have well understood the question. For me, your question is about how to give At-Large more visibility, more credibility, and make its voice better heard. When you tell me capacity building, yes, we need capacity building but we need also to eat, to breathe. These are normal things. Those are not the element that will make our voice better heard. For me, it is to first address the content and the circumstance other than processes. Second, better communication tools and better communicate in general. Those are the main two elements to make our voice better heard. Thank you.

DAVID KOLB: Thank you. Thanks for that. Just to summarize some last points on presentations pyramids …

ALEJANDRO PISANTE: [inaudible].

DAVID KOLB: Sorry? Was there a remote participation question?

ALEJANDRO PISANTE: Yes. Alejandro Pisante here, if I may.

DAVID KOLB: Oh, please.

ALEJANDRO PISANTE: I think I noticed that there is one very important proposition missing, which may give a better result for the exercise, which is making sure that the organizations have credibility and internal consultation so they have the voice of the users and not only of the representatives. Thank you.

DAVID KOLB: Thank you. Some closing comments on thinking about presenting and thinking about what good presentations and good presence looks like. My first comment is one of my favorites here: "Never deliver a presentation that you would not want to sit through yourself." Just something to think about as you prepare. Don't present something that you really wouldn't want to hear yourself.

The next one is a comment which is, "Be yourself. Everybody else is already taken." I think that was a George Bernard Shaw comment. What I mean by that is don't try to be something you're not as a presenter. Just leverage the strengths that you have in terms of how you present to the group, how you position yourself, all of that. Be comfortable in your own skin. Be comfortable in yourself because trying to do that and present, too, becomes more awkward. I guarantee that your inner critic will get set off.

Rehearse your material. Know your venue and the technology. I always like to visit a room before I'm going to start working in a room and test the mics, test the cameras, test all the AV equipment, make sure the

supplies are there because that helps me mentally know everything I need is there for me. All the tools I need to be effective are there. So, know the venue technology.

Then, the last one, I think, is really critical. Have fun. This is not the most important thing in your life. It is not the holy grail. This is just a presentation. It's okay. Have some fun with it. Enjoy it. Relax into that, somehow. And push yourself, in terms of if you don't like to present in front of a group, volunteer to present in front of a group. Get better at it. Get over that fear if you've got a fear of doing that. You've got some great tools to work with.

Let's move into time management and getting things done. Full advance slide. There we go. One more. The way that I want to approach this … Because we definitely have some very different views of time here. If I begin by saying, "We're going to talk about time management," that already sounds like a linear view of time that I'm imposing on you. I want you think about it more of, "How do I get work done?" because people approach work in different ways. You need to develop your own system in terms of how efficient you're going to be.

I'd say that people approach work and deadlines in different ways. I'll give you an example of that. I mentioned my dissertation defense before. My wife had one of those, as well. Hers was like two years later. She said, "The only piece of advice I want from you is how should I organize myself to get ready to graduate?" I said, "Okay. When do you want to graduate?" She said, "Well, I'd like to graduate in December of next year." And it's about December of this year. I said, "Well, let's start

there." If we back off a month, all of your final notes need to be in, all the edits are done, everything's back from printers, and you're ready for that. If we back off from there, then your final defense has taken place. You've got edits from the professors and all that. That's done. If we back off from there, your research is finished up, your writing is done. You've submitted your draft, you've defended your prospectus, and you've done this. She was already a month and a half late on my calendar.

What was great for her … Her approach to deadlines is a lot different than my approach. That was how I approached my deadlines. For her, she just created some milestones to see if she could get there. How many of you like to work in a big burst of energy right before a deadline? She said, "I need stress." Cortisol becomes a propellant in her life just to move her through. That's how my wife works. She'd get before this deadline and then she'd be there, great deliverable, high quality. It all worked. I couldn't watch after a while. I just had to step aside.

She did a great job, graduated on time, got everything in, high-quality product, all those things. But the approach was totally different than somebody else. How you get work done and how somebody else gets work done are two different things. Yes? Mic, please? Just for the translation. Thank you.

UNIDENTIFIED MALE: How do you handle a blank mind for [days together]? Not [days together] for some time … It's more like a soprano's fear of losing her

voice before a performance. I want to write something. For a day or two, I can't think. It's related to stress. How do you deal with that?

DAVID KOLB: Let me come back to that because I think what I'm going to talk about may be helpful in answering that question. If not, pull me aside. We can go further. Is there a question over here? There's one here.

UNIDENTIFIED MALE: Hi. One thing I wanted to point out about work styles, and how some people need to put in all the work in a burst at the end. If you're working collaboratively, make sure you negotiate your work style with the other people because I can remember many occasions where I've been working on projects and clashing work styles made it really hard to complete the project.

DAVID KOLB: Thank you. Other comments? Questions? Okay. One author that's an interesting read, to an extent, is a guy named David Allen. I think he's got a great first name. He's got a book called Getting Things Done. He's got a very specific organization technique, of course that he has branded, and he will sell you all sorts of things to take his technique in. Philosophically, his approach is quite good. I don't really like the whole file system and things like that that he does. It's a good read or a good talk to listen to. I can give you some links to that if you're interested. But

I pulled some things from him because I think he's got some great ways to think about this.

One thing that we all need is more mental space. Would you agree? Okay, great. Somebody earlier had asked about, "Let's talk a little bit about multi-tasking." What the research shows is there's no such thing as multi-tasking. It's actually called continuous partial attention, that your brain can really only focus on one thing at a time, and if you switch to something else, you have partial attention to that other thing. So "how do I want to focus my time" is how it comes down to, brain-wise. Having mental space to do that is a good thing.

I don't know if this expression will translate. It's almost like there are some jargon to it. "Decisions get made when things blow up instead of when they show up." When something first shows up, sometimes we put that off or we don't prioritize it. We don't make a decision about it. But when it blows up, now it's the only thing we can focus on, we have to make a decision about it. So, when it's right there in your face then we make a decision about it, versus when it first shows up, to think about how we want to think about something. Next slide, please.

There's an inverse relationship between the amount of something that is on your mind and how much is actually getting done. What that means to me, personally, is I am amazed at how much I can get done when I don't want to do something. Right? I've got a project I need to start. It's amazing that I can clean my desk, vacuum the office, take the dog for a walk, get these little things done, buy that ticket that I've been thinking about for the past two weeks, to avoid starting the project. Or,

to avoid getting this thing done that's in my head. It's the inverse relationship between how much is on your mind and how much work you're actually getting done. Next slide.

A way to think about this is: how do I get this stuff out of my head? What Allen would say is make a list. The purpose of the list is not a big checklist. It kind of is but it's getting it out of your head so you can have it noted somewhere where you can make this list. Some tips here … I won't read all of these, but [inaudible]. Make the list, get it out of your head. Clarify. When you have it on the list, what's the desired outcome of this particular thing? What's the next action I need to do on this?

From there, organize it. Is it a project? And it becomes this bucket over here. Is it a calendar item I need to look at? Is there an action step? Can I delegate it to someone else? Key there. A lot of times you can't but sometimes you can. Then, can I defer it to a later date? Is it not important? Can I put this off? It's an article that someone sent me to read. I'd like to read this. I might put a note in my calendar for next week to read this thing, or next month. Or I might not read it at all.

Review it. If it's a calendar item, what's the action? Put that on your calendar, too. How many of you work with calendars in a very dedicated way? You have it in there somewhere. How many of you have multiple calendars? An electronic and a paper calendar? Anybody still use paper? I tried it this year. It was actually kind of fun to have the paper calendar again. Yeah.

Finally, engage with what you have to do and plan your work based on three things. The context. How important is this work to get done right now in the context of what I have to do? The time you have and the energy level that you have. Those three things. How much time is this going to take? How much energy is it going to take? There are different organizational tools that you could use to prioritize.

For example, one is a two-by-two that has ease of implementation versus its level of impact. If it's easy to implement and it has got high impact, go ahead and do it. If it's got low impact and it's hard to implement, maybe that's something to put off. You need to prioritize that. Think about how you want to organize that. Next slide?

This is one of my favorite quotes by him. "If you don't pay attention to what has your attention it will take more of your attention than it deserves." Does that make sense? Does that translate? Yeah. Does that resonate, too? Yeah. It does with me. If I'm not paying attention to what's taking my attention, it gets too much attention. I need to circle back and figure out, "What attention do I need to give it?" Next slide?

A way to think about it is … Since we all fly, I think you could relate to this metaphor. At 50,000 feet it's the purpose and principles. You think about it as an annual review if you're organizing yourself this way. January 1st is a great time to do this. Or, whenever you celebrate your New Year depending on the culture. "Am I aligned with my purpose and principles?" In reviewing the work that I'm doing professionally, personally, voluntarily, family wise, all those things, am I aligning my purpose and the principles and the values that I hold?

Then, at 40,000 feet, if we come down a level, what's my vision for the year? What is it that I really want to get done this year? Then, at 30,000 feet, quarterly now, what are the goals that I'm working on to start to get toward my vision aligns with my purpose and principles? 20,000 feet, monthly—so we've gone from yearly to quarterly to monthly—what are the responsibilities I have that align with the goals, that align with the vision? You see where I'm going with this.

Then, finally, weekly. What are the projects that are going toward these responsibilities? Then, daily, what's the action list that's getting me toward these other things? I've got to admit—I've got to confess, is a better word—I'm not that organized to do that religiously. But having a picture, having a way to frame that that looks like this, is helpful to me. I do a yearly review of: how did this year go? What would I have done differently? What would I have done the same? I like to use the expression of "more of, less of, same as. Next year, what do I want to do more of? What am I going to do less of? What should I continue to do the same as? Next slide.

Pay attention to what has your attention. Then, decide on the outcome desired and the actions required. What outcome are you after? What actions do you need to make to get to that outcome? I'd say this is a weekly thing. For me, I like to sit down on Sunday evening and go through my calendar for the week. I even transpose … This year, I've gone from my electronic calendar where I've got appointments and I put them into my paper calendar. That's my reference point for the week and it's also a place that I like making handwritten notes.

Weekly, I'm trying to review that to figure out if I'm getting toward the desired outcome which varies from week to week. Then, free your mind with a system that you trust. Develop your own system. That's what's going to get it out of your head. That's the big thing is getting it out of your head.

As an exercise, find a piece of paper and write down everything in your head. Not everything. All those things that have your attention right now. We're in an ICANN meeting, so you've probably got personal, professional, and ICANN stuff bouncing around inside your head. Make a list. Find a piece of paper. Make a list. Next slide. Good. Please. Spanish?

UNIDENTIFIED MALE: I'll speak in Spanish. The methodology, I believe, is perfect. We have talked a lot about time and deadlines. I would like to make a small remark based off my experience at ICANN. There are working groups, there are public comments. We don't have enough time to plan anything. Sometimes we have more time. Whatever the scenario, when planning we usually work from the latest deadline backward. This should enable us along that timeline to be able to say how we're going to make progress. Always, from the deadline which we have to submit a report, moving backward. If it's a project or a complex working group this will enable me to allocate responsibilities to split the work among all of us.

DAVID KOLB: Great way to start with deadlines. Work your way back. Then, you can become very afraid that you're already late when you start to get to the present day.

So, make your list. I'm going to play with these lists in some ways. You're making a list of all those things that have your attention right now. Personal and professional. Don't worry, I'm not going to have you share your list with the person beside you. This is your list to work with. This could be the beginning of a new organizational system for you. I think this works with any frame on time, whether it's linear, flexible, or cyclical. It's a way to organize your work. It's not a way to "manage time."

We'll see who wins with the number of items. How many have five items on their list? Raise your hand. How many have 10 items on their list? Okay, a couple of hands. Anybody have more than 10? Probably if I gave you more time you'd have more items. I'm not going to give you more time because this is about time management and I want to manage it well.

This brings us into the next piece of it, too, which is delegation. I would submit there may be some things on your list that you may be able to delegate. Depending on how you made your list, are you able to create three small columns beside your list? Can you do that? Three small columns going down? If you're using a Post-it you can just use another Post-it beside that one, or something. Or three Post-its, for that matter. Here's the next piece.

When we think about delegating, a lot of times a lack of delegation shows too much control because in order to delegate you need to be willing to let go. You need to be willing to have, perhaps, a different-looking outcome than what's in your head. What you don't want to do when you delegate to someone is have them try to work with … I call it the "guess what's in my head" solution. Essentially, you ask them to go do something and they come back with it. They're very proud of it. You said, "No, that's not quite right. Go back, try it again." They come back again and it's like, "No, that's not what I had in mind."

So, if you've got something in mind, share that with them. If it's in your head, you've got a clear picture of what this is, share that. Or, don't delegate it to them. But allow yourself to let something go. How many of you think that you're just putting out fires? You're always having to do things? Okay. Is it working? Yes. Are you ready? I would suggest that those who are constantly putting out fires … I think my battery … I've got three bars, but I'll grab that one.

I would suggest that those that are constantly putting out the fires, or constantly having to do something, we sometimes find that they're also the best arsonists. Yes? They're the best ones at starting those fires, as well. So you need to look at the root cause of some of those fires and the root cause of some of those things that are going on.

Let's talk about delegation a bit more. One is to be able to let it go. If your inbox is always full, if you're regularly working late, if you're frequently interrupted, if your team members feel like they're being

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dumped on where you're giving them too much, your delegation needs some improvement. Let's go to the next slide.

With this list, you've got four columns. In the first column, you've emptied your mind. You're already at step two, congratulations. Label these other three columns "do," "share," and "delegate." Then, go through your list and see what things you absolutely have to do, what things that you could share where someone else could collaboratively work with you on this and take some of that away, and then what things you could actually delegate and push off your list to someone else. Do a quick one on that and see if there's anything.

SERGIO SALINAS PORTO: David, most of the things on my list … On my first list, I have 14 items. Most of the things I've already delegated but it's my responsibility to oversee that. Thus, I don't know if I have shared or delegated. It's my responsibility to lead those things.

DAVID KOLB: One is if you feel like you have delegated those things, even though you still are accountable for those things that you delegate, negotiate how you are accountable for that with the other parties. "Do I check in with you once a week? Once a month? At an ICANN meeting? When do we check in?" You can let it go and not feel constantly like you've got to be managing this in some way. Getting a time where you're actually going to see that person or talk to that person about their deliverables is one way to start to get it out of your head even more.

How many found some things on their list that they could actually delegate that they thought they would have to do? Anybody? A couple. Good, good. How many found some things that they could share that they thought they would absolutely have to do? Okay, more. We could spend time on delegation but I found this to be the most effective exercise on delegation is to make a list of what you have, "What I need to do, what can I share, what can I delegate?" as a way to assign things. Yes, please?

UNIDENTIFIED MALE: I may not understand [when I] organize it like this. Some to share. Most other items are a combination of "do" and "share." A combination of "do," "share," "delegate." A combination of "share," "delegate." Could that work?

DAVID KOLB: Yes. I think one of my final comments was find a system that works for you. It may be those three things. The caution is don't hold on to things that you don't have to hold on to. So, things that you can delegate, or you can share, let it go. It makes room for other stuff that I guarantee will jump into your head. Please. Not yet? Here you go.

UNIDENTIFIED FEMALE: David, I have a question to you. If we have in our list of things to do some things which we can delegate … Maybe it's not ours. Maybe it is a mistake in our plan or our goals?

DAVID KOLB: One more time. Give it to me one more time.

UNIDENTIFIED FEMALE: If we have it in our list of things we need to do, and we find the things which we can delegate, maybe it's not ours. Maybe it is a mistake in our planning process?

DAVID KOLB: Oh, that we weren't going to do it anyway? Yes. How many of you have ever gotten involved in something that you realize, "I didn't really need to be involved in that?" Absolutely. Probably all of us at some point. That's another assessment to make. Then, what I would suggest, on your list from there, is to look at the list and that's when you would prioritize. The way that you would prioritize it is, "is this something that has to be done this week? This month? What's the deadline on it? What's the context, energy, and amount of time that you have?

Sometimes if I've got really critical deadlines that I need to make sure I'm attending to I will schedule time in my calendar to "o things. Not just to meet with people or to have a call. On Wednesday morning, which I know is my most productive time—not Wednesday, but mornings are my most productive time—I'm going to work on these projects. That helps me get some mental space, because instead of thinking about it all the time, I know that I'm going to think about it on

Wednesday morning. I've scheduled the time with myself to do that. Yes?

UNIDENTIFIED MALE: Apart from "do, share, delegate," can there also be another item, discard? Sometimes you pile up things that are really not necessary to do that get into the list and it really does not matter if you do it or not.

DAVID KOLB: Absolutely. I think that's a great way. It's kind of like when you're decluttering your house or getting rid of things. Keep, give, throw away. There are three piles. Then you go back to the room from there. There are all sorts of great systems to organize time, organize your mind. Find one that works and adhere to that system. Questions on time management delegation? This is just really a quick version to say go elsewhere and do that. I see a waving card. Yes?

DEV ANAND TEELUCKSINGH: Thanks. I think one challenge for me is that in trying to work out if I want to delegate it is that by the time I'm willing to share and the amount of energy it'll take to describe what I need to delegate it to. I feel I might as well do it. I don't know how to resolve that challenge.

DAVID KOLB: There's a word of advice with this as well as a frame of reference on this. The word of advice on it is if you feel that it's so complicated that only

you can do it, two things are happening. One is you might be trying to control it too much where you could delegate it if you let go of some of those variables. That's not all of the time but sometimes. The other thing is that by delegating it to other people, if in fact they can do that and you can let go, you're helping develop them.

A lot of times when people say, "Hey, can you help me with this?" instead of saying, "How can I be helpful to you?" you say, "You know what? Let me just do that for you. I've got the time, I can do this 1,000 times." Then, they don't learn how to do it themselves. They've also learned a really bad habit, which is, "If I come to you, you're going to take it off my plate. I've just delegated it back to you. That's kind of cool." Look at the context of it to see if that's worth doing. I know that feeling of, "I've done it a lot. They're new to it. I'm going to have to spend a lot of time explaining it." But then what you've got to weigh out is, "If I invest that time explaining it this time, can I avoid doing it for the next 15 times because they now can master that?" Other questions, comments? Time delegation? Okay.

I want to do a quick walk-through on some facilitation. We talked about meeting facilitation. There's a lot of different ways we can go with that. In the Leadership Program, we talk about disruptive behaviors. We talk about looking at meetings and organizing. Opening, running, closing, attending meetings. The difference between phone meetings, in-person meetings, Zoom meetings, and all those things.

There are all sorts of nuances. I want you to think about a couple of things. In the past three days that we've been together, I have been

facilitating this meeting. I've been the presenter for it, but I've also been facilitating it, too. I'm not asking you for feedback. I'm asking you for observations. What is it that I've done that's helped manage your energy in a good way? Think about it behaviorally. I've got tricks that I do that I haven't told you about but I've done them to you. What have you noticed that I've done? Please.

UNIDENTIFIED FEMALE: I've noticed that you don't have too much talking time. When you feel that you've given an important amount of information you try to make us discuss between each other so that it's not too much information. Then, we're just receiving and not giving anything.

DAVID KOLB: Yes. That's one of my tricks. Gosh, I'm transparent. Please.

ALBERTO SOTO: Depending on the importance of the subject matter you may pause earlier, later, or at the end, so as to give us time to give meaning to what you have just said.

DAVID KOLB: Alberto, thank you. Go ahead.

[CHRISTINA RODRIGUEZ]:   The elements of fun which you are inputting to your speech and into interaction. It is very important for me, the sense of humor which you have.

DAVID KOLB: Some people have said I'm funny but not in a humorous way. Just, "He's kind of funny."

[CHRISTINA RODRIGUEZ]:   You are.

DAVID KOLB: Jut strange that way. Thank you, though. Please, then I'll come back.

SHREEDEEP RAYAMAJHI: I think the sense of clarity, especially when you are a leader, is very important. It's the instant that we do decisions but we don't realize it. What you have given us is the point to realize the things and do it in a more proper way so that, significantly, there is more efficiency, as well as it's more effective. Thank you.

DAVID KOLB: Okay, thank you. Please.

UNIDENTIFIED MALE: You move a lot through the room.

DAVID KOLB: That's one of my tricks. The quick summary on that. I'm hearing effective use of pause, using some humor, and my voice isn't, "Okay, I want to present to you on conflict management. We're going to talk for the next 45 minutes on conflict management. Let's begin by thinking about your emotional response to conflict management." Modulating my voice, varying volume helps manage your energy and keep you engaged. I hope. So, pausing, trying to have some fun, trying to keep it light, if you will, and moving around. Then, also making a point and having some discussion. There's talk and then there's discussion. Those four things, if you can incorporate that into your meetings, would be very effective for you.

What happens in terms of moving around is a few things. When I'm doing this and I'm moving toward the back of the room, your eyes are following me. I've got a microphone so I'm in all of the speakers. I can come all the way back here. A few things happen if I come all the way back here. One is if these three were talking and having a conversation and I'm standing here it makes it really hard for them to have a conversation because there's this physical presence. She feels like I'm stalking her. Right over her shoulder.

By the way, they don't lose face by me doing that, either. I haven't called them out and said, "Hey, you three are talking over here. Could you keep it down? I'm trying to present." Just by standing here that helps take care of some of that disruption.

Also, having the eyes move keeps you alert and it keeps you awake. I'm trying to respect the entire room. One of the things that I apologize for is that I wasn't getting the questions that were over here because my strong eye, by the way, is this eye. I tend to look over here a lot more or move this way. It's my dominant eye. I've really got to be intentional about that.

ICANN meetings are especially challenging for facilitation. When I first started teaching facilitation at ICANN meetings, I didn't realize the whole microphone translation thing going on. I thought, "I could just teach facilitation skills," which is move around the room, stand to present, sit to discuss, and all these things. It's like, "Oh, wait, we have microphones that we've got to translate. There's another variable, here." I thought, "Well, with a walking mic, if I'm presenting, I can move around the U." Well, what' the challenge in that? I've got all of the speakers and the screens in big rooms, or I've got a U that's this wide. If I want to move in the U, I'm doing this, which looks a little awkward in terms of moving around.

You've got to adapt. You've got to adapt your style. But I think that those takeaways of effective use of pause, moving when you can, and modulating your voice, trying to keep it light because you also can diffuse conflict that way. Even on a phone call, you can do all those things, too. Giving people a chance to discuss, and not just a talking head, are great facilitation points. I'm not saying that I'm a great facilitator. I'm good. I'm a professional at it. Anybody can incorporate those things into their facilitation habits. Real quick brush with facilitation.

Last thing, then. I want to make sure we're on 6:300 because I hear there are libations to be had. It's 6:15. I love this. We need to close our program. So, by way of doing that, I want you to think about two things. I want you to think about a key takeaway. What's a key learning that you've taken away from our ATLAS III time together? The second thing is what's one thing that you'll commit to do differently going forward?

So, what I would like you to do is get up, find somebody you don't know, share your key takeaway, share your commitment of what you're going to do going forward differently.

Of course, you need to find a common language there when you find them. Let's spend about five or ten minutes milling around. Share with multiple people. We're getting ready for our reception by being social with each other a bit, but in a structured way. So, key takeaway, commitment to do something differently. Go. This is where you get up and then you start to move around. Find somebody you haven't worked with.

Okay. Come back and we will wrap this up. Like I said, you have one more minute and then we'll be back. 20 seconds. Okay, back to your seats. Final comments as we wrap-up ATLAS III. We'll have our official lunchtime wrap-up tomorrow but we have a couple of things to do. Come back, have a seat. Sorry? Oh, you can't hear me? Is that better? Sorry.

A couple of things. This is the third version of ATLAS. ATLAS I looked like something. ATLAS II looked different. ATLAS III looked different than

ATLAS II and ATLAS I. I guarantee that ATLAS IV will look different than ATLAS III. One of the things that will happen that we will talk about tomorrow … You will do some evaluation work on this but I wanted to acknowledge some of the work that's [inaudible] this program. Am I fading in and out with this thing? Sorry. Yes, let's do this. I'll just use this, bend down, and not facilitate well.

UNIDENTIFIED FEMALE: Is this easier on your neck?

DAVID KOLB: It's okay. I'll be brief. First off, I would like to acknowledge … If you are one of our coaches for this program stand up. Coaches, stand up. Yeah, let's thank the coaches. In the initial stages of this program, people said, "You've got, what, 45 participants and 30 coaches?" Has it felt like 30 coaches? No! It's felt like maybe two or three in a breakout. Maybe one in a breakout. In some cases, none in a breakout. We need to talk about that, coaches. The coaches had volunteered to do this and we spent time preparing for that and writing documents to get them ready to be coaches. I just wanted to say thank you to the coaches.

I also wanted to say thanks to the operating committee, the leadership team, for the program because there's been a lot of preparation work, a lot of phone calls, a lot of debate. No conflict, tension, or anything has occurred since the Kobe meeting when we first started talking about it. At least, to me. Even before that. Thank you, leadership team. Some applause for the leadership team.

Then, two more. One is a lot of the staff aren't in here because we've got something else after this but just a round of applause for the staff who have really put this thing together. It's been awesome.

TIJANI BEN JEMAA: And to the interpreters also.

DAVID KOLB: Yes, the interpreters, please. It's a thankless job. You mean there are people back there in the booths? I thought it was off-site. The last group is to just give yourselves a round of applause for being here ready to play and being willing to play.

Our next item … Let's see, here. We've got five minutes to spare. Our next item is we have the networking reception which I think is right outside the door. Do we have any details on that that people need to know, or last-minute things? Anybody? I think it's time to get your stuff together. If you want to capture this information … Eduardo? Yes.

EDUARDO DIAZ: Just don't forget that we have the global engagement musical thing at 8:00 in St Paul's pub which is in the historical … It's about five minutes from here, six.

DAVID KOLB: Nice. Gisella, any network reception instructions? You have that look like you have something to say.

GISELLA GRUBER: Just to say the networking is going to start around 6:45. We are due to finish at 6:30. I believe some fellows will be joining us to allow everyone and our speakers to make their way over. We'll open the bar at about 6:45 and there will be a video showing. We look forward to seeing everyone there. Thank you.

DAVID KOLB: Is it right outside the door, here?

GISELLA GRUBER: Turn left and it's in the foyer there. You can't miss it. Göran and Cherine will be joining us as well as Keith Drazek from Verisign. Verisign has kindly sponsored this networking reception this evening. Please take the time to continue the great work that has been done this week, to talk to each other, to share experiences, etc. Take that opportunity while we're all together. We will be doing a group photo, as well. Thank you.

DAVID KOLB: Excellent. After that we'll see you tomorrow at lunchtime for our ATLAS wrap-up, too.

GISELLA GRUBER: Yes, very important. Tomorrow, 12:15 in this room. We're going to be having a working lunch. It is for the ATLAS III participants and At-Large

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leaders. Reminder, friends. Please don't invite them. We'll be short of food. 12:15 sharp here, tomorrow, for the first part of the wrap-up. Thank you.

DAVID KOLB: We have one more comment here.

UNIDENTIFIED FEMALE: Hello?

DAVID KOLB: Yes, we hear you.

UNIDENTIFIED FEMALE: Hello. Let's give a big round of applause for David for being such a wonderful facilitator.

GISELLA GRUBER: Maybe for those here, if anyone is leaving the cocktail event early, if you want to gather at the back of the room now ready, we can do a lovely photo with David Kolb. We're in the room where we've spent this whole week. A huge, huge, thank you to our interpreters and technical team for allowing us all to speak the same language for this week. Thank you.

[END OF TRANSCRIPTION]