ICANN75 | AGM – At-Large Capacity Building Workshop: The Art of Leadership
Wednesday, September 21, 2022 – 15:00 to 16:00 KUL

YEŞIM SAĞLAM:	Hello and welcome to At-Large Capacity Building Workshop: The Art of Leadership. My name is Yeşim Sağlam, and I'm the remote participation manager for this session.
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With that, I will hand the floor over to Hadia Elminiawi, chair of the At-Large Capacity Building Workshop Working Group. Thank you.

HADIA ELMINIAWI: Thank you so much, Yeşim. Can we have the slides on the screen, please? Welcome, all. This is Hadia Elminiawi, At-Large Capacity Building Workshop chair. And joining me in this session is Sarah Kiden and Cheryl Langdon-Orr. So this session is part of the At-Large Capacity Building Workshop series, The Art of ... And this workshop is about The Art of Leadership. Drawing on the expertise of current leaders and the input of all of you, this workshop will provide valuable insights into the skill sets of successful leadership.

Just to note, this is an interactive session. We shall be using a Jamboard. If you haven't used a Jamboard before, don't worry. We will guide you all of the way through. Also, feel free to ask if you don't know what to do or how to do it on the Jamboard. To access the Jamboard, we shall put the link now in the chat. The link is also on the presentation which is linked to the agenda.

I will give the floor to Sarah to tell us about the flip charts that we have on the floor.

SARAH KIDEN: Hi, everyone. We are experimenting with something. As Hadia mentioned, we want the session to be very interactive, so we have two flip charts on both sides of the room and they have prompts that you can respond to either during the session or later or even tomorrow. So we're going to leave these in the room until after the last session tomorrow.

And for remote participants, Yeşim is going to post the prompts into the chat. Prompt 1 is "I believe that a good leader is …" So you just post what you feel that a good leader is. And we've given an example that you cn follow. Prompt 2 is "I aspire to be a … leader." So you write what you aspire to be as a leader.

For remote participants, when you respond please indicate if it's Prompt 1. So just say P1 or P2 and then mention.

After the session we will compile everything that you have shared and maybe share it at one of our next Capacity Building meetings. Thank you.

HADIA ELMINIAWI: Thank you, Sarah. So we go to the first slide of the Jamboard. I don't know if you were able to access it, but we had a few minutes. We have also the link to the Jamboard in the chat. So according to Wikipedia, academic analysis has given us more than 850 definitions to "leadership."

However, in this session, we shall not talk about definitions. You can read definitions in books. We will focus on leadership acts and practices based on shared knowledge and skills. So let's go to the next slide.

So the first question is, "Do you think leadership is a higher calling that resides with a select few who practice and preach big?"

If you have yeses and noes, you need to drag your answer to the circle. So Yeşim, could you drag an answer? Your answer?

CHERYL LANGDON-ORR: Come on. Everybody can play along here. Get into the Jamboard. Point on a Yes or a No and drag it into the circle next to it. And then later, we will see how many of you actually believe that leadership is a higher calling that resides with a select few who practice and preach big.

HADIA ELMINIAWI: Yes, please. Go ahead.

TOMMI KARTTAAVI: It seems that somebody needs to give permissions to the Jamboard.

CHERYL LANGDON-ORR: Well, we will virtually go down on bended knee with apology for that because it should not be set to have you out. It should have been set to have you in.

How much time did you want to give them on this?

HADIA ELMINIAWI: So that's 20 seconds. Yes?

UNIDENTIFIED FEMALE: [Done].

HADIA ELMINIAWI: Okay, done. Access is granted, so please try again. And we are addressing, here in this part, what is leadership and what is leadership in the context of ICANN? So we can think of leadership as a set of skills and practices, set of repeatable practices that, over time, will continue to form a sustainable, self-improving leadership. If we can go to the next slide, please.

So, what is leadership? Again, you have some sticky notes that you can drag into the circle if you think that this is a leadership skill.

Yes, please. Go ahead.

UNIDENTIFIED MALE: Permission is read only. We can only view. We cannot edit.

CHERYL LANGDON-ORR: Can you re-look at the permissions, please, Yeşim? And while all of this is being worked out for you, we were just trying to get you entertained and keep you awake after what we thought were some very long days.

One of the things that this is meant to do is get you to think about what you believe leadership is because we all have our own sets of experiences. We've all looked at different types of leadership as models. We all—can I just say—we definitely are all already leaders in this room. Because if you are here, you have at least self-selected to take some sort of leadership role in terms of acting in the best interests of your end user and Internet community.

So you are all leaders. We're giving you some chances to do some thinking about what leadership style is and what might be yours. More importantly, what about yours you might wish to modify, develop, or change.

Have I filibustered long enough to have all of the permissions open now? Can someone test and confirm? All good? Excellent.

HADIA ELMINIAWI: Great. Thank you. So go ahead and drag the sticky notes into the circle if you think this is a leadership trait. So you can think of leadership as principle consistency. Once you decide on methods to use in your work, you need to stick with and follow leadership habits. And small acts with time become second nature. As you repeatedly exercise those acts, you master them.

Doing things well is also an important leadership skill. Small things done well build trust and respect within a team. Leadership, like any complex skill, cannot be hacked. Being smart or amusing doesn't make you a leader. Leadership must be thoughtfully and patiently built. Most leadership is a set of skills you must learn from the job.

So we are talking today about the art of leadership. What is that? Leadership is built on a set of practices, but the judgment of choosing when to use or deploy a certain habit is the art of leadership. Mostly, leadership is some set of skills that you learned from your job. And maybe that's why we don't have too many academic degrees that really teach you leadership. If we can go to the next slide, please.

So here, we talk about leadership in the context of ICANN. I've put only two sticky notes, but you are invited to put your own sticky notes on the Jamboard. To do that, you go to the fourth icon from the top. The icons are on the left. You click on it and drag …

Yeşim, can you please help us do one sticky note. No, no. Go to the left. The icons on the left. Yeah, okay. Yeah, that one. Yes, drag it. You can write whatever you want in this sticky note and save it. And it's there on the screen.

So I've put only two: collaborative leadership and dealing with conflict. ICANN, as we all know, is a multistakeholder model. Therefore it needs a strong collaborative leadership pattern. This is because leadership in the context of ICANN is about enabling people to work together, share responsibility, and become empowered to tackle different issues. Collaborative leadership refers to the style of leadership likely to be most effective. Practicing collaborative leadership is important in a multistakeholder model because approaches that work in a setting where leaders have formal authority are likely not to succeed here.

The other sticky note that I've put, dealing with conflicts. Conflicts arise when parties or individuals have different interests and struggle unproductively over time rather than consulting and negotiating and discussing. And I think we as a community witnessed this lots of times during our PDPs.

So we have other sticky notes that talk about diversity, facilitation, empowering communities. That's great. The Jamboard will remain open and you are encouraged to keep on

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updating it. We will collect the information on the Jamboard. Maybe we can leave it for 10 days or something.

CHERYL LANGDON-ORR: And if you just say, "Oh, someone else has said what I'm going to say," that's okay. Just put the same word and plop it on top. We'll count the number. So it just gives us an idea of when we take you from this very first introduction ... This is just dipping your toes into leadership development. If you care to follow us on the journey in The Art of ... and develop your skills further, it helps us know what we need to put together as a possible program. So you're helping us design our future work. Thank you, Hadia.

HADIA ELMINIAWI: Thank you. And let's go to the next slide.

CHERYL LANGDON-ORR: Lots of ...

HADIA ELMINIAWI: Yeah. Lots of ... Leadership styles and ICANN. So not all types and styles of leadership are well fitted for use in the various parts of ICANN, or more generally in the ICANN multistakeholder model. So we have two circles. One with a Yes and the other with a No. So if you think that this is a leadership trait that actually fits

ICANN, drag it into the Yes box. If you think it does not, then drag it into the No box. And we'll give you 20 seconds for that.

CHERYL LANGDON-ORR: Oh, you're tough.

HADIA ELMINIAWI: Okay, 30.

CHERYL LANGDON-ORR: We're doing well on time. You're okay. Oh, we're getting some No's. That's exciting.

HADIA ELMINIAWI: Yeah.

CHERYL LANGDON-ORR: Glad to see some nos in there. Gives a bit of discrimination. And can I just say, there are no right or wrong answers in these exercises. All of these skills, all of these annotations are very relevant in various circumstances. But what we're talking about is not necessarily what you do in your manufacturing industry or your technology company or even in your coding world. But it is all about how to you need to do the best possible leadership with the greatest possible outcomes in the context of ICANN.

And obviously, that's slightly different because guess what? You're dealing with volunteers.

HADIA ELMINIAWI: So as I said, the Jamboard will remain open after the session. So continue updating it with yeses and nos. So can we have the next slide, please?

So this is a quick exercise for you to find your leadership style. Again, we won't tell you what you are. You need to figure out your own style. But those are some multiple choice questions to help you figure out which style or styles, maybe, you have. So yes, just that.

"If there is a serious conflict with my team ..." What do you do? Is it A, B, or C?

"I trust my team members ..." A. Very much. B. A fair amount. C. Not at all."

CHERYL LANGDON-ORR: I'm hoping to not see too much orange in the second one. And hey, honesty is the best policy. If you don't trust any of us, for heaven's sake, make that obvious and we'll do a better job of earning your trust.

HADIA ELMINIAWI: If we can have the next slide, please. Again, it will remain open. Next slide, please. Yeah.

"Some of my people are highly skilled and motivated. They ..." A. Can be set free to weave their magic. B. Often whole creative planning sessions with me. C. Are subjected to the same workplace strategies and processes as everyone else.

The second one is, "The best way for me to ensure that my team meets its goals is to ..." A. Lead from the front. B. Encourage participation from everyone. C. Delegate often and widely.

Can you go to the next slide, please?

CHERYL LANGDON-ORR: Slow down. Give them some time.

HADIA ELMINIAWI: Okay. Cheryl is ... Yeah, I'm too tough. Yeah, I should give you some time.

So the fifth one is: "We have an eight-hour deadline for a project that I think requires 16 hours, so I ..."

CHERYL LANGDON-ORR: Typical.

HADIA ELMINIAWI: Yeah. A. Relay the deadline and let everyone get on with it. They know what they're doing. B. Ask my team members what they feel is the fastest way to complete it. C. Issue instructions and deadlines to each team member.

"Performance should be punished …" A. Punished, so that it doesn't happen again. B. Talked through with the individual so that we can learn. C. Left. It will work itself out.

So let's go to the next slide.

"I need to develop and apply a new social media strategy, so I …" A. Draw up the strategy myself and then sell it to the team. B. Tell my team what the challenge is and ask for suggestions on how to meet it. C. Hand over the project to my team members and ask them to come back with a plan.

Again, you're trying to figure out your style. So again, there isn't a right or a wrong answer. You just put the answer that you think. This is how you would react if you were in that position.

"I like to …" A. Let my team make the decisions. B. Make a decision but not until my team has had input. C. Make a decision but not until I have told the team my rationale.

Can we go to the next slide, please? It's just because we are running out of time.

CHERYL LANGDON-ORR: We're not [inaudible].

HADIA ELMINIAWI: We're not?

CHERYL LANGDON-ORR: We're not running out of time. Look, this is all of the time you've used. You're okay.

HADIA ELMINIAWI: "I have a new starter in my team, so I ..." A. Let them discover the best way of working. B. Invite them into team collaborative meetings. C. Sit with them until they understand the process and the quality that I expect.

"I think that great leaders ..." A. Know best. That's why they're leaders. B. Are humble and understand that a team works best collectively. C. Give team members plenty of space to let them get on.

And again, the slides will remain open. So just play with them whenever you have the time. And we will get back to the slides. We will filter what we have in there and try to come up with some conclusions. If we can have the next slide, please.

"When asked whether I like to serve my team, I ..." A. Am not sure. B. Say yes, wholeheartedly. C. Frown.

"I notice that a member of my team is demotivated, so I ..." A. Closely manage each of their tasks to ensure that they are following procedures correctly. B. Make an extra effort to ensure that they are involved in team discussions. C. Back off, as they probably need some space.

And this is the last of our multiple choice. If we can have the next slide, please.

So choose one of these, A, B, or C. We have three leadership styles.

A. You most commonly adopt an authoritarian or autocratic leadership style. B. You lean toward a democratic or participative style of leadership. C. Your default leadership style is delegating. You give your team members free rein in how they work toward their goals.

So again, just grab your choice and put it in there. I also would like to tell you that we don't know who put what. So this is like ...

CHERYL LANGDON-ORR: Anonymized.

HADIA ELMINIAWI: Yeah, it's anonymous. So we will never know that I put B or Sarah put C. And that's why I think this is nice. You can play with it as you want. I don't even know what Sarah put or Cheryl put.

CHERYL LANGDON-ORR: I didn't put a thing.

HADIA ELMINIAWI: Yeah. I didn't either.

CHERYL LANGDON-ORR: It wasn't me.

UNIDENTIFIED MALE: Was that disengaged leadership style?

CHERYL LANGDON-ORR: You got me.

HADIA ELMINIAWI: Okay, can we go to the next slide, please?

CHERYL LANGDON-ORR: Next slide, please.

HADIA ELMINIAWI: Can we go to the next slide, please? So the last question in this part. "Do I have it? It Is it the right type/style? And if not, what can I do to change it?"

So those are questions that we are not going to answer for you. You need to answer yourself. So ask yourself these questions not once but several times a year because your answer might change. Right? Answering these questions makes you paint a mental picture of where you are and what you lack.

So now you know, for example, "I lack that trait which I think I need." Let's say, for example, it's time management. So if it is time management, what do you do? So you start practicing this skill that you lack. You start doing it repeatedly and over a period of time.

And you can try this with anything. Pick a trait that you actually would like to have and you don't have, and start practicing it over three months. And you will be amazed after three months, after looking at yourself, how you actually have improved a lot on it. With time, that trait becomes a habit. You master it. You become an expert in it. You just need to keep on practicing it and doing it over and over again.

So we are going to mention many things, just pick a small thing mentioned today or anything that we did not mention but you would like to try. And try practicing it for a couple of months. That's an exercise for all of us. If we could have the next slide, please.

Cheryl.

CHERYL LANGDON-ORR: Pretty pictures. It must be me. Color. Has to be me. Okay, please continue on moving your virtual sticky labels as you will. If you're particularly [okay] with the Jamboard tool, you can even write one of your own. But we've picked some of the popular best to make it easy for you all and so we don't have to ignore the outliers, which we may very well do if you write something that isn't in the list.

What I wanted to do with Sarah and … I think it's important … Let me start that again, once more with feeling. These pretty colored images are there to show you how much diversity there is in the academic and body of work about leadership.

There is, just to take you back to what Hadia said in the beginning, well over 800-odd official definitions of what leadership is and leadership styles. Now unless you are going to spend your career working through these and working out whether the sevens or the twelves are the five sets or whatever model it is, in some industries some styles have been shown through experience to work better.

So if you are in sales, you will find the development of certain types of characteristics, certain types of skills will help you close a deal. Right? And a lot of what you'll find if you go into this area of study—there is quite a large body of study—is a lot of, "This is the deal for you. These are the skills you need." Always look who

they're pitching that to. Is that for commercial use? Is that for manufacturing? What industry?

Because to apply those very valid tools to leadership within a multistakeholder model and management and encouragement of volunteers is not an easy task. So I started off by saying to you all, by definition—as you are in this room—you have declared yourself leaders and enough people agree to get you here. You are stepping up to lead. You are stepping up to represent the interests of your community. That is a natural leadership choice.

What Hadia's group is trying to do is optimize this for your use in ICANN. And if you come on this journey with us, if you dare, and if you seriously commit and you do the practice—the little bits that Hadia mentioned—find something you believe is lacking in where you want to make your leadership better. Be it time management or whatever. Work on it and see how you improve. If you come on this journey, if you make yourselves the best leaders, you can be in an ICANN context, guess what it's going to do for you in the real world?

There is a real world beyond ICANN. I know right now we may have forgotten about that, but there is a real world out there. It will actually make you a better leader regardless of your industry because these are the polishing skills that take you from a good leader to an extraordinary one.

So put the hard yards into developing your leadership skills within the context of ICANN, and you are doing nothing but doing yourself a favor. There's a call to action. That's a skill some leaders think is important. Can we have the next slide, please?

All right, let's have a little deep dig. And I apologize for all of the text on there, but we're not working with PowerPoint or anything clever. Maybe we should put this into some sort of ICANN Learn and have all sorts of reveals and turnover and you'll learn more about it. Perhaps the new chair of the ALAC would think fondly of that sort of approach to this sort of heavy-weight material on a single screen. But it is not a PowerPoint. It is a Jamboard slide.

So we've got far too much text there, all of which you should read later. But in general, as we have discussed it, we believe that of the most common styles, categories of leadership, if we look at the selling styles and the telling styles, you should be able to find what, first of all, you're capable of, and what, secondly, will work best for your circumstance within the ICANN context.

Let's just have a moment to look at the words that are associated with the selling versus the telling. And they're both success stories, depending on the context you want to use them for. There's no better or worse. There's no right or wrong. These things work. But if you're going to be developing selling styles,

then things that you're probably going to have resonance with is a more democratic approach to things.

You feel that you are serving your community. You don't need to lead from the front. You can lead from within. You can even lead from behind. That type of natural choice would head you more towards developing selling styles as part of your personal toolkit. It's the coach, and when you [inaudible] here with the term "servant," this is not subservience. It is the service of leading. That's the lead from behind. That's the generous, encouraging, nurturing type of transformable leader that we often find in selling styles.

Why is it called a selling style? It's because they come with their own capability of encouraging you to share in a particular vision. Whether that vision is one that the group has developed or they've come with that vision, they can "sell the concept." And that can be really useful. We'll see a lot of people trying to do that at the public forum in only 24 hours' time. Okay? "This is my idea. Follow me."

The telling styles are certainly very successful styles. They should not be ignored. They in fact work very well in a number of areas, but they are frequently associated with more hierarchical models. Now there might be a time when a hierarchical model is exactly what you need to work in, so don't ignore them. But do

question yourself. Is this the right set of skills to develop for your particular role in the ICANN context? They may be exactly the right skills to develop in your [inaudible] workplace.

The circular section down at the bottom is one of the leaner groups of these subdivisions of the selling and the telling. The graphs that you can get showing the different labeling of types and styles of leadership that lean either to the selling side or the telling side. Notice it's a circle. It means that you can, in fact, move between them. You do not have to stay in one toolset. You can move to another. And you can also, if you're really good at it, switch to whatever is going to be best or fit for purpose.

That is one of the more simple cycle diagrams. If you want more complexity, we can certainly provide you with more complexity. But I prefer us not to.

Sarah, are you going to get them to actually play with the flip charts in a moment? Let's just have the next slide then, thank you.

So here, we've got a little bit more of a breakdown—the autocratic and the democratic. There are, again, advantages and disadvantages. Work out what you are or are not comfortable with doing. If you are not able to be comfortable being a disciplinarian, it would be stressful for you to try and do. All right? If your natural inclination is that way and it's not adaptive in

ICANN, then you're probably needing to find something to modify that trend so that [inaudible] more successful. Next slide, please.

And at this point, we're going to hand over to Sarah and she's going to get you up off your seats and doing a few things. Anybody who isn't engaged with Sarah, however, can look at some of these things which are the little tricks of the trade. Over to you, Sarah.

SARAH KIDEN: Thank you, Cheryl. Thank you, Hadia. So we'll invite you to please get up. We'll give you 10 minutes to walk around. Put a sticky note to write something on the flip charts on both sides of the room. And for the people on Zoom, Yeşim is going to post the prompts on chat. So please let us know if it's Prompt 1. So you just say P1, democratic or P2, empathetic, whatever. So, yeah, please get up and stretch a little bit.

CHERYL LANGDON-ORR: So while you're all rushing to get Sarah's assistance and put sticky notes, if you're not lined up doing something on either side, I would suggest you look at these tools and tricks of the trade. Have a read over them. And see, these are just a little grab bag, a little selection of things that are identified in an awful lot of areas—not just ICANN—as useful things.

Starting meetings on time is fairly universally accepted as a really good skill. Something that [inaudible] to encourage. Finishing meetings on time is another good thing. If there's something missing there and there is a whole lot missing there and you are comfortable doing so, feel free to add your own sticky note, as was demonstrated earlier, onto this slide.

That's 10 minutes and the clock is running. Okay. Move, stop doing your e-mails. Stop doing your banking. Start doing the interacting with the workshop.

HADIA ELMINIAWI: Then we will be going through the tools and tricks of the trade after the …

CHERYL LANGDON-ORR: [I can answer them now].

SARAH KIDEN: Sorry, everyone. So for online participants, I think I didn't explain the exercise well. So Prompt 1 is "I believe that a good leader is …" So you put P1 and you put what you think a good leader is. I saw a few things around being delegative, being a good coach, and things like that. So just put "P1, coach" or "mentor" or things like that. And for Prompt 2, "I aspire to be a … leader." So just put

P2 and put the type of leader that you aspire to be. I hope that's clear now. Thank you.

CHERYL LANGDON-ORR: Two minute warning, ladies and gentlemen. You have two more minutes before we'd like you back at the table. Thank you.

HADIA ELMINIAWI: Back to our seats so that we can go to the Jamboard again. So this slide has sticky notes that include some practices that could be helpful. Some practices, actions, skills that can actually be helpful.

For example, "What do I need to be prepared for ..." For each meeting ask the internal question, "What do I need to do to be prepared for this meeting?" And act on the answer. For example, maybe you need to reread some documents, go through the agenda, go through the objectives, make sure action items from the prior meeting are done or just known. Make good use of your time. First, start meeting on time. And second, make good use of the time during the meeting itself.

So remember, At-Large is a community of volunteers that have devoted their time and effort to participate in the unique identifier space. Not using time wisely would mean that you are wasting people's time. Always remember what you are working

to achieve when you find yourself in a situation where the value is not obvious. That could happen, for example, in a PDP and you reach a point when the value in it is not obvious to you.

Well, there are actually no marginal minutes. It is your personal and professional responsibility as the leader of the group to bring as much enthusiasm, curiosity, and forward momentum as possible to every single minute of the meeting. When you find yourself in a situation where the value is not obvious, seek it because value is always there. So even if it's not really what you thought you were going into achieve, try to achieve something else that would also be useful.

"Keep track of who knows what." This is also important during meetings and PDPs. If you track who knows what, this would help you make the best of your resources and shape your productivity. So you know the strong points that each of the members have. Reading your group and reading participants allows efficient use of your time and allows for a more productive meeting.

"Ask questions." It's very important to ask the right question. And I think this is what we always do. When we put the charters, we try to ask questions and write questions. But as meetings develop and as work goes on, maybe there are more questions that need to be asked.

"Pick a small thing and practice it for a couple of months"—we already said that—such as, for example, keeping track of who knows what. By the way, this is not something easy, as it might seem it is. This will help you get the most out of your team. Watch yourself as you develop and become an expert on this, you will find yourself more or less shaping the productivity of your team.

"Leaders set the bar to what is and is not their team." In short, you need to lead by example. As an example, thinking I'm being responsible and helpful, I sign up for things. I do this repeatedly. And I sign up for too many things. Over time, I realized I'm overloaded. So I back out on some commitments.

So where's the flaw here? What went wrong? Because I could not initially correctly assess how much work I can do, I'm signaling to my team that it's okay to back out of commitments. And actually, it's not. Correctly assess how much work you could do in order not to back out of any commitments.

"Share knowledge." When you go to a related meeting are no information that can actually help what you're doing, share it with your team delegation.

"Demonstrate trust in your team." When things go wrong, don't overreact. Seek understanding. Coach your team. Do not micromanage. Don't punish.

So those are the sticky notes that I had. And of course, there are many other things. Again, the Jamboard is open. Put your sticky notes there. And we will actually collect those notes and try to develop a set of skills or a tool like a guidebook for ICANN leadership. If we can go to the next slide, please.

Okay, so it's about next steps and future objectives. Again, I said we will look into your answers on the Jamboard and compile a set of leadership acts and practices that could be useful in the context of ICANN. So this session was an experiment. So let us know how you think it went, how actually it can be improved. I'll stop here and give the floor to Sarah and then Cheryl.

SARAH KIDEN: Thank you, everyone, for joining us for this experiment. And please give us feedback so that we can improve for future sessions. Thank you.

CHERYL LANGDON-ORR: Ladies and gentlemen, we assume you all want to be better at something. We're hoping you want to be better at leadership and you want to excel in what you do in ICANN. If we can find a way to make that happen, then Hadia's team is willing, if not able. But we will become able because we can also learn to do our best to assist you in that journey.

And the most important thing about being a leader in the volunteer world is to remember that both you and everybody you are, I trust, working with, not just expecting to be followers, that they and you are giving their very valuable spare time.

So respect. Recognize that sometimes people can go slower than you'd like them to, or we'll have to pull out. But if you've got trust, if they can say to you, "I'm sorry, Sarah. This has happened. I just can't do this," and then there is no recrimination or harm done in that, everybody gains and you build good rapport for the next thing and the next thing and the next thing after that.

Final word, have fun. You don't have to be irreverent, but it's not life and death. It's numbering and naming. Okay? Have fun. And we hope you've had a little bit of fun today with, we hope, a slightly different approach to Capacity Building. Thank you one and all. Thank you, staff. Thank you, Tech Team. Thank you, interpreters. And bye for now.

[END OF TRANSCRIPTION]

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