
JOHANNESBURG – ICANN Academy Working Group
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UNIDENTIFIED MALE: 27 June, 2017, 08:00, ICANN59 Committee Room 2, ICANN Academy Working Group.

SANDRA HOFERICHTER: Welcome, the four of you, to this early meeting. And also, welcome to our participants joining us online. I heard two. One from Europe, [Lianna,] and one from Asia-Pacific. Who is it?

EVIN ERDOĞDU: [Inaudible]. We also have Melissa Richards.

SANDRA HOFERICHTER: Wonderful. So let's do something with the small group. The ICANN Academy, today's agenda, Working Group, is first of all, we would like to do a very small and quick review of the Chairing Skills Programme. Unfortunately, none of you in the room have been involved. Have you, [inaudible]? You haven't, right? And you haven't, either, Javier. So none of us except myself have been involved in that program. This was the first part, a review.

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Then, second one, we want to discuss the planning of the new intercultural course, and I think this is good. We have great geographical diversity to do that. And Any Other Business. And here, I would like to ask the participants in the room – or staff – if you would like to add anything to this agenda. No? Online participants? No.

Okay, so let's proceed with these two things.

So just to give you, can we have the next – who's running the slides? You. Okay, can we have the slide, the next, even?

So in this ICANN Academy Working Group, three programs have been developed so far. First is the leadership program which is meanwhile established. We had four additions. The last one just took place recently in Copenhagen and the next one is planned for the A meeting in March 2018. Where will that be, March 2018?

UNIDENTIFIED MALE: Puerto Rico.

SANDRA HOFERICHTER: Puerto Rico, exactly.

And then last year, we started with a new program which is called the Chairing Skills Programme. It is, I would say, still in its

pilot phase or has just finished the pilot phase. We got a lot of feedback which we would like to briefly review.

And then we are now starting a new program, which is the intercultural program, and this was a demand from many participants who participated in the leadership program, that because ICANN is such a diverse group, it would be good to know a little bit more about how other cultures are special and how we can better understand each other just by knowing our cultural background.

Next slide, please.

Okay, let's first look at the Chairing Skills Programme. We had the pilot phase, which basically, it was announced in November last year and it started in January and went through April. There were two components: a face-to-face part and also a telephonic part.

It was, I would call it a mentoring program, so to say. It was a group of coaches and coachees, around 25 people. Hey, we have another one. Welcome.

It was around 25 people from the community have been involved, some of them acting as coaches and half of them acting as coachees. Coachees, obviously, had to be people which are in a chairing position and they had the opportunity to

get feedback for their chairing skills from people from the community.

And I think now with Marilyn arriving in the room, we have one participant of this Chairing Skills Programme. Sorry that I put you on the spot right away. It was definitely a community-driven effort, but we had external professional support from Incite Learning, the ones who are also supporting us for the leadership program, and of course, a lot of staff support here which was greatly appreciated.

I believe this is going to be an ongoing program, ideally starting or being announced when new Chairs are taking their seats, which is most likely at the end of the year and during the C meeting. I think it would make sense to continue announcing it during that time and starting it from the beginning of the year all the way through the A meeting, so then we can also include the face-to-face part and the telephonic part before and after the meeting so that we have some flexibility.

Any questions or comments on that so far? Satish, please.

SATISH BABU:

I'd like to know what has been the general feedback from the participants, and if the objectives of the program were met.

SANDRA HOFERICHTER: Okay, let's go to the next slides. I collected some of the feedback on the next two slides.

The overall impression was mixed. Some had – you can read it yourself, but for online participants, probably, I'll read it out. So some of them mentioned they did not hear back from the coach, which was a pity. Some said it's useful, but more oversight and the coach's follow-up would have been wishful.

Others said the coach was very wishful and there were no major issues. Some said, "Coach provided e-mail feedback, which was very useful." People gained confidence in [chairing] and they very much appreciated the face-to-face phase.

Oh, that's a little bit bigger. That's good. Thank you very much.

What can we do to make the course better? Ensure that coaches are capable.

With the first program, we actually accepted everyone who raised his hand to be a coach, and I think this has to be changed. You really have to set up a set of criteria on which you select coaches so that they really can put an effort into the program and are really of value for the coachees.

Marilyn, as you have been involved in the program, I shouldn't speak all the time. Would you take the floor, please?

MARILYN CADE:

Sure. So nice to see all of you face-to-face, and Sandra, thank you for this extraordinary effort to make it happen face-to-face. I guess my number one goal is to expand this meeting by at least one day so we can actually meet face-to-face.

You know, Sarah and I had great difficulty connecting, and part of it was my travel problems because I am generally gone for a week to seven days at a time, generally to developing countries. And we did finally connect. I read transcripts of some sessions.

I think our conversation was more in the spirit of encouragement about really feeling comfortable, that you need to develop your own chairing style and that sometimes coaching can help and sometimes it's more of an exchange of experiences and how they relate to the chairing role that you are particularly carrying.

We did also talk about whether one-on-one coaching was as effective as team engagement where a group of experienced people who have experienced the responsibilities of chairing and working with staff in support of a group are together with a group of new Chairs so that it's not just a one-on-one, but it's sort of a maybe three- or four-hour team experience,

Particularly, I will just say for many people, if you're brand-new to ICANN and you really don't know the community or the procedures, then a one-on-one coaching I think can be very helpful from somebody who is very experienced in the dynamics, the process.

But for someone who's been in the ICANN community for some time and they've observed a lot of meetings, and even if they're just stepping up into a chairing role, I do think Sarah's idea of kind of a more team experience – at least occasionally – for new Chairs would be a very good thing.

And maybe as we look ahead, maybe that would be possible to do once a year, Sandra, in a half-day. I don't think it needs to be more than a half-day, but it also, I think, builds a spirit of networking across new Chairs, you know? So it's sort of like what I've done with the NRIs where they are now a network. They know each other. They share experiences with each other.

So to me, in my engagement with her – and as I said, it was mostly I read transcripts. We scheduled, but were only able to have one call. I thought it was an extremely interesting experience also for me to learn about the challenges that a new – and she's a Co-Chair, so she's also managing a relationship with a fellow, with the colleagues that she's co-chairing with as

well as managing and trying to motivate a group in an extremely dense agenda in the group that she's chairing.

SANDRA HOFERICHTER: Thank you very much, Marilyn. So you are basically proposing that additionally to that program, the relationship between Chairs and Co-Chairs, we should add a half-day or a couple hours meeting to get together and all meet and build kind of a network. I think that's a good idea and goes pretty much into the direction. Heidi?

HEIDI ULLRICH: We have recognized that. Again, for those who are not familiar, the CSP, the first session, we started it as the telephonic chairing in January and it got off to a bit of a slow start. And we did eventually meet face-to-face in Copenhagen, so what we did recognize is that for the next session, the next version of this, that we'll start – we're going to announce at ICANN 60, and then we're going to start with a face-to-face in Puerto Rico, and then that'll run. That'll be the face-to-face.

So a face-to-face session, then we'll do the face-to-face chairing in Puerto Rico, and then continue with the telephonic chairing between the next meetings and then meet again in Panama.

So the question is, how do we meet in Panama? Do we meet for a couple of hours? Again, I like the idea very much about having the feedback. I think we had initially discussed that, but so I think we can do two face-to-face meetings, to launch it and then to end it. That would be, I think, an ideal way to go.

SANDRA HOFERICHTER: Thank you very much. I also want to recognize one additional point. This program was also kind of appreciated by some because it didn't take much time effort. For instance, people who are really busy and difficulty with the time zones, they have been quite – just to mention a name, Chuck Gomes, for instance, we all know him. He's a very engaged community member, and because of the time zone difference, they did a very light approach of this program. They had the telephonic part. I'm not sure if only or if they had a face-to-face coaching as well. They didn't? Okay.

And what they even did for the telephonic part, he didn't even join the live performance, but he was listening to the recording. And I think that's a very effective way of doing such an exercise, because you can do it whenever the time is. You don't have the scheduling problems, you don't have the time zone problems, you can go back and forth in a recording.

And I think what he said in this feedback round that this was quite an effective way and was very much appreciated by the coachee that he could give e-mail feedback and it was not even necessary that they met in-person. I think we should keep that in mind, that this program has the potential also to work on a very light way without much time commitment, travel, face-to-face and all this which is sometimes a challenge for many people. So just to keep that in mind and to add mention. Yes, Marilyn?

MARILYN CADE:

I also want to make a comment about this. I think there's also, in some parts of the community, a growing concern about how much work seems to expand. And that's why I think the approach that we're taking with the idea that it can be – yes, you can add additional time, but if you can't make the exact time, you can listen to the recording, you can read the transcript, you can give e-mail feedback.

This all, I think, really enhances this program's acceptability to people who aren't part of it, because sometimes we encounter this "us/they". "You're in the program, so you support it; I'm not in the program, I don't understand its value." And it's taking additional resources. So I think really making it clear that it's a commitment, but it can be managed using the resources and the tools is a point we need to sort of market.

SANDRA HOFERICHTER: I totally agree, and this is really sometimes of importance that we don't take more time from the people with more face-to-face meetings and so on.

Okay. Halfway through. Next slide, please.

So, the next slide regarding the feedback. Suggestions, as we just said, the light touch approach should be taken into consideration. Outside resources that coaches or coachees can refer to, I think this goes along to more material or make the material from inside the learning, the ones they provided, probably make that available on ICANN Learn. Has to be agreed with them if that's possible, but I think that would be a good approach.

Reading materials, tutorials, this can be developed through the process. We will see what we will get there. And I'm not sure, I wasn't on the call with this feedback because I wasn't on the call because I was a coach, and this was the call for the coachees. Heidi, you might know what has been meant with what reports would be used for. What kind of reports were participants asking or proposing?

HEIDI ULLRICH: So on that call that we had really just open and honest feedback on the coaches, but I think it was requested not to post that. But it was very useful and you saw just a complete spectrum of, again, one coach didn't contact their coachee to really positive feedback, really positive feedback, extremely positive feedback on some of the coaches.

But I think what came out of it was that you needed to do more of a vetting process for the coaches. You needed to make sure that the coach is committed to reaching out to their coachee. That ultimately was, I think, the main point. Thank you.

SANDRA HOFERICHTER: Just to mention, this is basically the feedback you have been sent by e-mail and where we were discussing if you can publish this or not. I just deleted the – not the names – you didn't put in the names, but you put in the acronyms. Exactly. So I deleted them, and I think this way it really can be published because with the acronyms, it would have been a bit difficult to publish this. But this is basically what you sent me after this call, and so let's put that on the Wiki.

HEIDI ULLRICH: [Let's put this page on the Wiki.]

SANDRA HOFERICHTER: Yes, the two slides of the Chairing Skills Programme feedback so this can go public.

Are there any other questions or comments from the people in the room about the Chairing Skills Programme and the next round, as we mentioned the timeline? Satish, please?

SATISH BABU: What are the materials that would be part of this, reading materials or is there a webinar on this? I just would like to know a little more details.

SANDRA HOFERICHTER: Good question. Thank you, Satish. We have been supported by Incite Learning, David Kolb in-person, and we had an introductory telephone call, and before that, he sent out some reading material, how to coach, what to look for, and so on and so forth.

And then we had a call –Marilyn, you have been on that call, you remember – which was partly to discuss the content of chairing coaches, what they are supposed to do, some guidelines and so on, and partly also to discuss logistics.

We found out that there have been many questions and many issues that this call was actually not enough. And I think we

should plan a little bit better maybe to distribute logistics from the content. I think that was also a lesson we learned. Marilyn, would you like to add because you have been on that call?

MARILYN CADE: You know, I was amazed that we needed – I really did feel, Sandra, that we needed at least one more call. And it really kind of surprised me.

But I think the other thing was that we were groping our way toward understanding roles and responsibilities, and so we didn't even allocate enough time on the call for people to think through the questions they had. So I would say at least two calls maybe.

HEIDI ULLRICH: So I'm wondering if, given that we are now going to start the CSP with a face-to-face, do you think that that's going to alleviate all of that issue? But if we had a two-hour session, no?

MARILYN CADE: I think, actually, if we could have an introductory call where we do basics, then people think and then they come into the two hours, they're much more prepared for, "Here's what else we

need to talk about,” and if they need to do any reading ahead of time, they do it.

And I think it’s also a motivation for people to think about the fact that when they work out their own schedule for the two face-to-face meetings, that they have preparation to do and then they have acting together.

SANDRA HOFERICHTER: Yes. Please put that down as an action item. That’s good feedback.

Okay, I will ask this question also in the mailing list because not everyone is here at the moment, but I will also raise it again. For the time being, I know that the group is coming back to life, I would really like to hand over some of the responsibilities to other members of this Working Group, and so if anyone is interested to further develop this Chairing Skills Programme, please raise your hand now, or even better, then on the mailing list because so far, it was me with ICANN staff and David Kolb bringing this forward, but I really should think that others should take the lead on this and work and further develop this Chairing Skills Programme.

And we have new people in the room. Olivier, Amir, and Fiona, thank you for joining us. So that's really great geographical diversity when we come to our next agenda item, which is great.

Can we have the next slide please, [inaudible]?

UNIDENTIFIED MALE: [inaudible]

SANDRA HOFERICHTER: The next, and third, program developed by this Working Group will be the Intercultural Awareness Program. This was a demand by people who participated in the Leadership Program.

ICANN is very diverse. Sometimes we cannot guarantee that we always understand each other due to different cultural backgrounds, and it was said that might be a good thing to develop an intercultural course for the ICANN community.

We will have a pilot starting in October 2017 during ICANN 16. It will be a first round, and our guinea pigs, or it will be dedicated to those who participated in the Leadership Program so that we don't announce it totally to the public, but we have –

UNIDENTIFIED FEMALE: [inaudible]

SANDRA HOFERICHTER: Yes, to the Leadership Program, and to the people who participated in the Charing Skills Programme. And it will be a one-day program. Nothing more has been planned so far. And next slide, please.

And we are here today to start a discussion about the content, the format, the timeline, how we can best include the ICANN Learn platform. We should also agree on some responsibilities and how to manage the registration process.

Here, I would really put an emphasis in how to manage the registration because we will have a limited number of seats. We have quite a good, big pool of people. I could imagine that there is quite a big interest in this course, and we always said this Working Group is not the place where we are selecting people yes or no, so we can either decide if we do it on a first-come, first-served basis which could be a little bit difficult in terms of geographical diversity which we will definitely need for that program.

So this is something we really should discuss how we are going to manage the participants list. Let's put it that way. I won't call it application because the community is not applying for this. They should register. But we have to somehow limit the queue.

Marilyn, please.

MARILYN CADE:

Sandra, I'm going to make a plea to include in the pool the participants in the onboarding mentoring program. The reason I'm suggesting we think about that is I think that some of the people who have gone through the – and Vanda has also joined that group, so perhaps she can make a comment as well.

The level of stature maybe or maturity of some of the people who have gone through the Leadership Program is very different from some of our mentees. And our mentees bring even more diversity, I believe. I'm not saying the entire group, but I do ask you to at least look at that.

And I'm going to use an anecdote about the – I'd also like us to talk more about what we want to cover in intercultural awareness. And I'm going to use an example of where I think there was an extreme illustration of lack of awareness about intercultural issues.

In an ICANN event at the last meeting in Copenhagen in a half-day session, I observed one of the speakers in a room with at least six women wearing head scarves who used five jokes about drinking and hanging out in the bar. That was such an example of a lack of cultural sensitivity, [I might] also a lack of human

respect and recognition. But I also observed an extremely tall blonde female from the community walking over to two people she disagreed with who were seated, and leaning over them and raising her voice when she spoke to them. That to me, again, was such an example of both a lack of respect and a lack of cultural awareness about how differently people interact with each other.

So I'd like to talk a little bit more about the identifying our problems and really thinking very productively and positively about whatever we create in this program has actually got to be disseminated, not just to the community but to the ICANN staff.

SANDRA HOFERICHTER: Thank you [inaudible] Marilyn. Could you please kindly repeat which program you would like to include? Because it was a very specific one.

MARILYN CADE: It's the mentoring/mentee onboarding program that Janice has, but Vanda is also a participant in that.

SANDRA HOFERICHTER: Heidi, could you take note of that? I think that's a good idea to include this one. Okay, next slide, please.

Fiona, you probably know these slides, but I'll give you the floor right away. Maybe you want to say something to this, but also, you have the floor, please.

FIONA ASONGA:

Before we moved on, you said that we needed to decide on how we are selecting, and I was just wondering because there is a budget limitation to what we need to do, how many people can we accommodate? So that then as we are thinking of who to include, we can also at the back of our heads be trying to figure out how do we divide those slots, even as we are developing the content. It may not be something that is really finalized right now, but having an idea of how many people our budget can cover for that one day helps us determine the numbers.

HEIDI ULLRICH:

Okay. Thank you, Fiona. It is a very limited budget. We're actually going to be doing two courses, the CSP as well as this intercultural on the budget of one course, so it is. But it's set out to be basically be a half-day at ICANN 60 on that last day – which is a training day – followed by several webinars from that group, which are going to be very low in cost.

Now that half-day, what we're thinking about is we'll be including perhaps a lunch that will be a culturally specific lunch

so we can apply at least for that culture, UAE area, some of the things that we've learned in that course.

And then following, on the webinars, we'll be asking people to share their experiences, and I think there will be a learning experience. We definitely want to include ICANN Learn, I think, in that as well. So maybe we can do courses based on people, the participants who we have. I think it's going to be more of a sharing of the cultures that are parts of the membership as well.

Also, David Kolb and Vassilis from Incite Learning, they're going to be involved in this. Vassilis will be the [inaudible] main person and they, in their Incite Learning, they already have a chapter on intercultural awareness issues as well. So we have a lot of content there, so it's going to be a combination of Incite Learning, what they have developed, as well as the experience from the community as well.

SANDRA HOFERICHTER: Regarding the number of participants, Heidi, please correct me if I'm wrong. Actually, we are not so much limited because it doesn't have additional cost implications except the lunch, so I think it's more or less a matter of how big the group size should be in order to make it a good session. And as it is not something a three-days course like the Leadership Program where David explicitly said it shouldn't be more than 25 to 30 people to

manage over the three days, I think we can have something like 40, or please correct me if I'm wrong.

HEIDI ULLRICH: Yes, it's approximately that. Again, everyone who is going to be going to that face-to-face has to have travel support to be there. And then, yes, the only space is we need to have the room for the face-to-face, and then the lunch. So that's the only limitation.

SANDRA HOFERICHTER: Renata, welcome to the room. You have the floor.

RENATA AQUINO RIBEIRO: Thank you, and my apologies for the slight delay, but I was really interested in the course. And I usually do the Lusophone meeting at ICANN meetings, so all the countries that speak Portuguese, were inspired by the Francophone meeting, because also one of the big issues with language, I am a very proud member of LACRALO if [inaudible], but Brazil for instance is quite a chapter in Latin America because it has its own language. So this is pretty important to us. I wonder if the course will bring up these, the multilingual aspect.

SANDRA HOFERICHTER: It's not yet finished, the course, so we are just about to collect content over there. Unfortunately, I thought it is better to read. This is the content which have been collected by Leadership Program participants, but this is definitely not the final list.

We can add as much content as we want, and I would really like to call upon this community to help to develop that content. It really shouldn't be something which comes from the outside. We are such a diverse community. I think we can really draw a lot of competence from this community in order to develop such a course. And here, we really need your input, and also, we need someone who takes up the responsibility. Again, it shouldn't be me developing this course together with Incite Learning and ICANN staff. I really would like to hand over this to a group probably of other people. Happy to stay involved, but I'm not going to do this alone anymore.

UNIDENTIFIED FEMALE: [inaudible]

SANDRA HOFERICHTER: Yes. I mean, that's why we are here, Academy Working Group, to find this. Marilyn, please.

MARILYN CADE:

Sandra, I am particularly interested in this issue. I will just say, some people here know that I spend a lot of my time these days working directly with the national and sub-regional IGFs. And I think the content, I'd really like us to think about the content. It's a point I made before, but I want to elaborate on it, perhaps.

I would like us to think about the content resulting in something that creates a form of DNA that people are benefiting from and then helping to spread that DNA into some of the other groups that they are acting in.

In many ways, we really are in an ecosystem, and I think we should always keep that in mind. There is a lot of cross-pollination of people who work here, and like yourself, work very actively in the Internet and Governance sphere. And so maybe we could also think about this. And Fiona, I'm thinking also about the technical, meetings, etc. What can we draw from lessons that have been learned in some of the technical communities where they've already been trying to address this cross-cultural challenge and acceptance and recognition now for many years?

SANDRA HOFERICHTER:

Thank you. We have a comment from remote participants. Evin?

EVIN ERDOĞDU: Yes, thank you. Evin Erdoğan speaking on the record on behalf of Melissa Richards. She has first a comment. She says, “Melissa Richards from Georgetown, Guiana. I’m an ICANN 58 fellow and I believe the Leadership Program would certainly give a boost to fellows.” And then she has follow-up question, “Can you work with the fellowship coordinator to ensure that this Leadership Program is included in the Fellowship Program?”

SANDRA HOFERICHTER: Simple answer, no. Because the Leadership Program is something really different from the Fellowship Program, and it’s a program for those who are in a leading position at ICANN. And Fellowship Program is for those who are coming new to the community, and Leadership Program is something for those who are really taking a responsible position at ICANN and at work.

Fiona, you have the floor.

FIONA ASONGA: Thank you. Thinking about the content and what Marilyn has just said – and this is just a thought – we do have the ICANN Code of Conduct that is put on the site and shared all the time. But that, the way it’s written is left to interpretation of each one of us according to our different cultural backgrounds.

So if we really want to have something that trickles down back into our respective communities, back into our regions, I think that gives us a good starting point. Working with the guidance of Incite Learning who are external to us and to the entire Code of Conduct policy, it helps us then share from our different backgrounds.

What does this – when it says, “be courteous,” what does courtesy mean? Courtesy for a French man would be very different from – for Olivier compared to courtesy for me as a black African woman.

And so, that kind of conversation begins to open up our minds to understand that, really, when Olivier meets me and he’s just hugging and kissing, it’s no offense. It’s his way of expressing appreciate. I appreciate you haven’t [seen] in a long time, you know?

When you meet a veiled African woman and she doesn’t extend a hand, it’s not rudeness. It’s actually extreme politeness. So then, having that conversation in the context initially over Code of Conduct and trying to understand what that Code of Conduct means to each one of us from our different cultural perspectives gives us the first stepping stone. From there, we should be able to get content to now enable us to develop this program further and better.

Because one thing that that is going to do definitely is create conversation, even in the community, of being a bit sensitive in how we communicate. When you come to me and you are raising your voice, chances are even if I've got something sensible to say, I'll shut up. I'll keep quiet. I will not respond. You'll finish what you're saying. I'll probably not hear anything you have said because it will be "dah, dah, dah" noise.

And sometimes really, the intention is not to shout. You are actually just expressing, you're so passionate about what you have to say that you are talking in passion, but because of how it was expressed, I missed the message. And in the process, failed to be courteous enough to respond appropriately, so we end up with a communication breakdown.

SANDRA HOFERICHTER: Thank you very much, Fiona.

So we do have some content already and it's summarized in these pictures, and I think, Heidi, we should publish this also on the Wiki so that everyone can look at this.

Olivier, please.

OLIVIER CRÉPIN-LEBLOND: Thank you very much, Sandra. Since this is on the record, just for the record, I do not jump on every woman that I see in the same way as Fiona has described.

MARILYN CADE: So disappointing to hear that.

OLIVIER CRÉPIN-LEBLOND: I know.

SANDRA HOFERICHTER: Thank you. Noted.

Heidi proposes it's a good idea if I read some of the content we have already.

So it was collected, cultural issues, how to get the cross-cultural, greet [- see, I can't read this -] how to greet across cultures. That's what just Fiona was also mentioning. Gender issue and differences, how this is in different cultures. Personal spaces across cultures, goes also very much into the direction of how to greet.

Decision making processes. It was said that there was a difference how people in Africa, Latin America and across the [inaudible] region are doing these kind of things, and ICANN is

very much about decision making processes, so let's look into that.

Also discuss some kind of stereotypes, how true they are, or if not. Variants in directness. I don't know what eight dimension [inaudible]. Yes, Heidi, please.

HEIDI ULLRICH:

That is taken from a book called The Culture Map by Erin Meyer. She is a professor at INSEAD. And basically, that includes over eight dimensions from each – on a spectrum, where countries and cultures lie in terms of directness, and just across eight dimensions. And that's something that I think would be useful to put onto an ICANN Learn course if we can get copyright permission, etc. But it's very useful, and it's also amazing.

They have an online system where you can pinpoint, you can go into their system and put which culture you're from. And then, if you, with the two, let's say Fiona and Marilyn were to do that together and you can see where you apply, and you can see where your differences and why those differences exist. So it's a very useful program to do that. We did that as a staff, and very multicultural across staff.

SANDRA HOFERICHTER: Okay, thank you for clarification. I proceed.

Politeness issues, aggression issues, how we are alike across cultures, common ground, similarities. Also, it was mentioned that sometimes the speed, accent and slang of language could be an issue, and how to address this if communication is difficult.

Showing affection across cultures. Food, so therefore, we have this lunch. How to dress is something important for the women. I do not remember what –

UNIDENTIFIED MALE: It's both ways.

SANDRA HOFERICHTER: It's both ways. Okay. I thought it's only my issue.

OLIVIER CRÉPIN-LEBLOND: Sandra, it would be discriminatory to say that it's just for the women, and there are some men who do have to dress differently sometimes.

SANDRA HOFERICHTER: Sorry for not respecting gender diversity in here.

Individual versus collectivism, hierarchy versus flex structures, level of type and length of small talk, [inaudible] of e-mail, e-mail communication is also something we are going to look at.

Heidi, what I will propose, I mean these pictures are great and I just wanted to keep them because there really are already input from the community. But what I would propose, we summarize this in written form on the Wiki and make a Wiki page where all the Working Group members and those who are interested in adding more content can actually add their [source] so that the Wiki really becomes the kind of the collecting sandbox for – and I think this should be done rather quickly before we are starting with the planning.

HEIDI ULLRICH:

We can certainly do that. Would it also be useful, once we have a good amount of ideas, is that we somehow rank them? Maybe on a following Working Group call later in the summer, we could actually go through these and then rank what are the top priorities given our limited time of this course. Would that be a good idea?

SANDRA HOFERICHTER:

I think that's a very good idea. One comment from remote.

EVIN ERDOĞDU: Yes, thank you. Evin Erdoğan speaking on behalf of Melissa Richards again. She has a question. Within ICANN, there is a Caribbean Working Group that was recently formed and comes under the Latin America Caribbean region. Can you liaise with the LAC region so that this information about the Leadership Program can be disseminated?

SANDRA HOFERICHTER: Thank you. Easy questions. The Leadership Program is always widely announced across all regions, across all communities, so if someone from this region is taking up a position, this person is very much welcome to register in coordination with its community, because they should be endorsed by their community, by their stakeholder group, and then this person is very much welcome to participate in that one. So it's open.

Yes, Vanda?

VANDA SCARTEZINI: Yes, just to add some information anyway. I don't know if the person is in the list of Latin American, but if so, I can circulate again because we normally circulate everything in those lists, that is two or three lists, and I do every time in three, in Portuguese, English, and in Spanish to make everybody to know what is going on here. Okay, thank you.

SANDRA HOFERICHTER: Very good. Thank you, Vanda.

Marilyn?

MARILYN CADE: First of all, hello to colleagues who are in Adobe. I apologize I'm not there, but I'm really glad you're with us.

I think we should also include addressing the differences in communication styles that may be related to age, not just gender, but also age, because there are – and I'll just give an example – for many of the very young people that I mentor, they are very accustomed to multitasking and to looking at their screen while they think they're talking to me. But I am of the generation that thinks that I need to see your eyes, and so I think understanding that there are differences, not just culturally, but in age would also perhaps be helpful to us.

And then on the prioritization issue, while I do agree with prioritization, I think we should think about, okay, then out of that, which of those do we need to do face-to-face versus which can we do in an online webinar or via documentation?

And I'm also going to say something about the Code of Conduct. I think that is an excellent place to start, and I think that, in fact,

even though there may be differences in interpreting, I can propose that out of the 1,500 attendees here at this meeting, less than 100 have read the Code of Conduct.

So I think we would – we also want to think about how do we come up with a list of suggested reading materials for this group. But as an output from this group, what do we propose that our entire community then have access to as recommended, or maybe even required reading? Maybe you ought to have to tick the box when you register for an ICANN meeting that you have – you’re going to participate in ICANN, we have a Code of Conduct, be sure you’ve read the kind of rules of engagement. Just an idea, but not to dictate what we come out with, but I think we’re trying to improve our community’s engagement with each other, so at some point, we ought to talk about outcomes.

SANDRA HOFERICHTER: Very good. I see there are so many ideas, and I’m looking forward to really collect all this on the Wiki. Olivier?

OLIVIER CRÉPIN-LEBLOND: Thank you very much, Sandra. Marilyn Cade alluded to this a bit earlier regarding humor. You gave an example, but I think that humor in general doesn’t travel very well across cultures. If you take English humor in the first sense, one might get very

offended, and there are plenty of other examples like aggressive humor, etc. And sometimes people are not sensitized to this. I've myself made jokes and seen absolutely people looking horrified, "No, this is a joke, by the way, sorry." Thank you.

SANDRA HOFERICHTER: Renata, but very quick because we have to sum up the meeting.

RENATA AQUINO RIBEIRO: Yes, I was just looking at the form, and there is which leadership programs have you participated, and it says – and it gives a few previous meetings. So I [inaudible], is it necessary for someone to having been through Leadership Program to apply for the pilot in intercultural awareness?

And just a follow-up just because we have to be very quick. Leadership, how to treat leadership or how to interact with leadership, something like this, because for instance, in Asian cultures it's very different, how do you speak up to leadership, than in Latin American cultures, for instance. So, some sort of inclusion of this element.

SANDRA HOFERICHTER: Thank you, Renata.

To your second point, please put that into the Wiki which is the place where we will collect all these great ideas which have been mentioned today.

On your first point, Evin, can I kindly ask you to go the next slid? And there is a link to this registration form. Just have a very brief look at this.

This form will go live tonight. It is live already, and yes, it will be dedicated first and foremost for those who already participated in the Leadership Program. I said earlier during this meeting, they are kind of guinea pigs, but it's also kind of a dedication to them to build a kind of an alumni of those who have been at the Leadership Program and at the Chairing Skills Programme. And we will – and this group has to decide how to handle the number of participants and the registration.

Again, it's difficult to select or elect people here, so hopefully, we can accommodate all requests. But if not, we should be prepared to have a transparent and fair procedure whom to allow to participate.

But yes, it will be in the first round for those who went through this course already and who are somehow already familiar with the program of the leadership course.

We are now on top of the hour. Let us go quickly to the next slide.

I would like to ask you if you are not yet subscribed but are interested in participating in the development of the next two programs, and also in the ongoing program of the leadership.

Evin, can you go to the last slide, please? The last one.

Here, you have the mailing list address, ICANN-Academy-WorkingGroup@ICANN.org. Please subscribe to that mailing list if you are not yet. We will disseminate all information via this mailing list only. So far, we also included the Leadership Program mailing list, but I think this is too spammy for some people because people are on various mailing lists. So all the communication regarding the next courses, the Chairing Skills Programme and the intercultural awareness program, [the] call for forming a steering committee or a subgroup to develop these courses, this will all go through this e-mail address, and if you are not yet subscribed, please do this immediately.

And then I would also like to announce that tonight we have a small reception for the leadership, the first-ever alumni reception. And Heidi, do you know the exact place where it will take place?

GISELLA GRUBER: It's just going to be in the main cocktail area, but we're going to gather by the last screen on the elevator side of the cocktail. Because on the one side there are no elevators and on the other side – so it's basically this side of the cocktail area. There will be a screen up with the title.

SANDRA HOFERICHTER: And what floor?

GISELLA GRUBER: The cocktails are on level four in the foyer area.

SANDRA HOFERICHTER: Okay, so we are on level four, so it would be great if you could participate even if you are not an alumni of any of the leadership programs. But as you are here and as you showed interest, please stay, engage and meet us there tonight at 5:00. At 7:00?

GISELLA GRUBER: 7:15. We're going to just allow the fellows to do their – we've got the 10th anniversary of the fellows, and that's at 6:30, so there will be some speeches there. So just gather at 7:15 at the last screen on this side of the building. Thank you.

SANDRA HOFERICHTER: Okay. Thank you, Gisella. And I have the last raised hand over there. I don't know your name. I apologize.

ADEEL SADIQ: Hi, this is Adeel, a fellow from Pakistan. I mean, why did you leave out fellows altogether from this program? Not all fellows are newcomers. If I remember correctly, Renata is a fellow, Satish is a fellow, Leon Sanchez is a fellow. So how do you actually justify that leaving fellows out of this program altogether? Why not you go and sit with Siranush and Janice, and let them ask that if there is any fellow that is worthy of participating in their program? Just maybe we are not right now, we are not in a position of any leadership position, but maybe in the future. So why are you leaving fellows altogether from this program? It doesn't make any sense to me.

SANDRA HOFERICHTER: Which program do you mean? The intercultural awareness?

ADEEL SADIQ: The Leadership Program.

SANDRA HOFERICHTER: The leadership.

HEIDI ULLRICH: Can I just clarify? We've heard "Leadership Program". That's one of the courses of the Academy. This course, this new course, is the intercultural awareness program. So if you're saying, "why can't the fellows be part of that?" That's a different question than "Why can't the fellows be part of the Leadership Program?"

The Leadership Program, one of the courses of the Academy, is meant for leaders within ICANN. We're not talking about that right now. We're talking about this new course on the intercultural awareness.

Is that what you're asking, is why can't fellows be part of the intercultural awareness pilot?

ADEEL SADIQ: If you could explain both of them, that would be good.

SANDRA HOFERICHTER: I mentioned it earlier today already. The Leadership Program is a program for those who are taking a leadership position at ICANN. There is no additional travel support. We cannot include fellows into the Leadership Program. You should be sent by your community.

For instance, if you are elected to the ALAC or if you are taking up a position as a GNSO counselor or Chair, then you are a

leader. And for those people, this program is designed, the Leadership Program. This is something totally different from the Fellowship Program.

Of course, Leon Sanchez, you mentioned, good example. Leon Sanchez and Satish also, they have been fellows but they have also been leaders. They have been participated as fellows in the Fellowship Program. Later on, they became leaders and they participated in the Leadership Program.

And because this is the pilot program and we have to make somehow a limitation, we cannot open it up to the whole community. We will ask participants of the Leadership, of the Chairing Skills Programme, and Marilyn would like to include also the mentoring programs – just a moment – and so we will dedicate this to them. It will be a pilot. We will need their feedback to develop this course further, and then it will be opened up for the whole community. That’s the main aim.

But for this pilot, we said, “Let’s work with those who have been already somehow involved in ICANN Academy programs which have been developed by the community.” Was that answering your question?

I have two more hands raised, but we are already over the – oh, Marilyn, you want to say something, and Olivier? No? Okay.

MARILYN CADE: Sandra, you really already – is there a transcript or just a video of this audio? Okay, excuse me, I’m going to make a very strong request to those of you who came in late, and I myself, was 15 minutes late so I will make a pledge to do this. Let’s make a pledge that we go back and listen to the full audio so we understand the complete briefing, so that we’re all on the same page, because some of this was discussed before everyone came in. That’s one point.

The second is I already proposed that we include the onboarding mentoring program, which does draw from the fellowship. But I think we need to understand that we can’t always do the same thing for everyone, and the output of this program – and Sandra, I really appreciate the fact you reinforced that – this is an effort to create materials that then can fully cross-pollinate, and I think that’s a very important thing to remember.

SANDRA HOFERICHTER: Are there any other? Olivier, but you are really the last now because we have to finish the meeting.

OLIVIER CRÉPIN-LEBLOND: Thank you very much, Sandra. I was in a GNSO Council meeting yesterday and there was a mention of the fellowship and the discussions that took place when Janice and her team came over to see the GNSO Council. From what I understand – now, I wasn't there when they spoke to Janice, but from what I understand, the message of the GNSO Council was, "We do not care that you're bringing X number of people to an ICANN meeting. What we want to see is people who engage in policy and the GNSO." I believe for the At-Large it is also the same thing.

We need people who engage in policy. So we do have to also think about that. I know the leadership training skills program does really help a lot, but maybe that's another thing we need to look at, how to get people to learn on the fast lane, how to do policy, because there really is a deficit in that, and there is an unhappiness in some of the parties in the GNSO and other parts of ICANN about having more and more people being brought into the meeting, but not actually being focused on policy. Thank you.

SANDRA HOFERICHTER: Olivier, I think you just set the ground for the fourth course to develop by the Academy Working Group.

Let me sum up this meeting. I really would like to thank you for your active participation, for coming early today, and like to reiterate the three most important points.

First, we will do the Wiki to collect all our ideas. Before that, please subscribe to ICANN Academy mailing list if you haven't yet. The next information will go out through it. Don't miss it.

And third, let's meet us tonight for this reception on level four at 7:30. And thank you very much. I also would like to thank our lovely staff who were being so supportive in setting up these courses and assisting.

Yes, please, Heidi.

HEIDI ULLRICH:

Just a quick question. Is it okay if we just go ahead and add all alumni from the Leadership Program and the CSP to the Academy Working Group? You don't want to do that? So you'd want to have it be self-done. Okay.

UNIDENTIFIED FEMALE:

Is everyone here registered?

HEIDI ULLRICH:

Is everyone already here registered for the Academy Working Group?

SANDRA HOFERICHTER: Mailing list.

HEIDI ULLRICH: Okay. So again, if you have issues, you can go on and sign up yourself. If not, please send it to At-Large staff and we'll sign you up.

ADEEL SADIQ: Is it the same working group that we are receiving e-mails for this invitation? Okay, then.

SANDRA HOFERICHTER: Okay, thank you very much. I declare this meeting to adjourn.

[END OF TRANSCRIPTION]