CLAUDIA RUIZ:	Good morning, good afternoon, and good evening to everyone. Welcome to the At-Large Leadership Development Session on Wednesday the 15th of December 2021 at 17:00 UTC.

On the call today, on the English Channel, we have Maureen Hilyard, Andrei Kolesnikov, Barrack Otieno, Claire Craig, Dave Kissoondoyal, Cheryl Langdon-Orr, Greg Shatan, Hadia Elminiawi, Holly Raiche, Jonathan Zuck, Justine Chew, Marita Moll, Matthias Hudobnik, Naveed Rais, Pari Esfandiari, Raymond Mamattah, Ricardo Holmquist, Roberto Gaetano, Sarah Kiden, and Sébastien Bachollet.

On the Spanish channel we have Carlos Aguirre and Augusto Ho. We have Sindy Obed on the French channel. And we have received apologies from Eduardo Diaz, Daniel Nanghaka, Judith Hellerstein, Alan Greenberg, and Ali Almeshal. We have Yrjö Länsipuro arriving late, and we have Olivier Crépin-Leblond on audio only.

From staff we have Heidi Ullrich, Gisella Gruber, Silvia Vivanco, Evin Erdoğdu, Yeşim Saglam, and myself, Claudia Ruiz, on call management.

We have Spanish and French interpretation on today's call. Our Spanish interpreters are Veronica and David. And our French interpreters are Claire and Camila.

And before we begin, I would like to remind everyone to please state their name when taking the floor so that the interpreters can identify

you on the other language channels. Thank you very much. And with this, I turn the floor over to you, Maureen.

MAUREEN HILYARD: Thank you so much, Claudia. And welcome. Good morning, good afternoon, or good evening wherever you may be. And it's so great to see so many of you here. I know this is an intrusion into your holiday time, and I really do appreciate that you've come along to the session.

It's a bit of an onboarding or induction for our new leaders within At-Large, but also a bit of a refresher for some of those leaders who have been an At-Large leader, for example, for a whole year or more. And during our session, they'll be able to share some of their experiences and learnings from what they've picked up along the way. And I'm sure you'll find that very helpful.

The agenda, of course, there's a link in the chat if you want to get back to it. There are going to be bits and pieces going on on the screen during the session. But I'm really going to kick start the session by explaining why effective leadership is important to how successful At-Large is, not only in its work, in the work that we do, but also in how other organizations perceive us.

We went through a bit of a bad spell at one stage, but I think it's really coming right now, and I think it's because people now have a better understanding of how At-Large operate. And there's been some amazing work that's been coming out of At-Large. So I really think we're making our mark.

But [my bit] in this program—I will then be followed by Melissa Allgood who, among other things … And I notice in the agenda that [Suzanne] is the ICANN Org's Conflict Resolution Specialist. But she's not actually in that role here. She's actually sort of like as a trainer. She's does some amazing things—she has—with us already. But she worked throughout the system and we're really pleased to be able to take advantage of her special expertise for this particular workshop. But she can explain all that later.

But the reason why we have this session is actually that it replaces what we used to do under the old order of face-to-face meetings. Remember then? What we used to do is that we used to meet a few days before that ICANN meeting [before] the start of every ICANN meeting, three times a year.

And it was a time of that the leaders of At-Large—from the ALAC, our RALO leaders, our working group leaders—were actually able to meet together and participate in an activity similar to this that not only gave everyone an opportunity to reconnect with each other, but also to become more conversant with their responsibilities during the meeting, consolidating their At-Large position on policy issues, and just ensuring that everyone was ready for action.

However, as we move into our third year of virtual meetings … I mean, let's face it. That's basically what's going to happen this year, I would say. And despite the fact that we can't do it as a physical group, it doesn't diminish the fact that we as the leaders of At-Large are critical to the effectiveness of our community organization within ICANN. And we've got to work together on this.

So if ICANN have the organization chart, my stuff up, please. All right.

Okay, you've probably seen this a thousand times, but the organizational chart is … Yeah. This is where it all starts and it's the one that I roll out whenever I need to explain to anybody what it is that we do within At-Large, but also who the key players at the different levels.

And this chart can be found on the Governance page of the ICANN Community pages, actually. And it's an important page for At-Large leaders to bookmark. Heidi or someone, if you can put the link to that Governance page. That is really an important page because it not only the organizational chart—[that's sort of like a starter]—but it has, also, key documents that are important for leaders to take note of, you know, to do with At-Large. And also, there's some RALO information as well.

But the traditional leadership model within At-Large used to focus just on the ALAC leaders and the liaisons, and it was called the ALAC Leadership Team. And my role, having been working with the RALOs in my lead-up years to leadership, I felt it was important that the member organizations also had a role in developing leadership, growing within the system to take up the higher-level leadership roles.

So that's how we developed into what it is now, and you are all part of that because you're here at the At-Large Leadership Team rather than just the ALAC Leadership Team. And this session specifically includes those additional regional leaders who play an important role at the grassroots level of our countries and regions, representing the At-Large community at large.

And I found that the organizational chart helps explain how we work together as ALAC regional working group leaders and how we all contribute to them At-Large inputs into ICANN's multistakeholder community network and the decision making model.

So here we have the ALAC Team, the ALT+, where we've got the ALAC, our advisors on the left there. And our regional chairs are represented, but they represent the whole regional leadership team.

But at the grassroots level, down at the bottom, this is where the work is at. Okay? This is where it all happens. And we are so lucky to have people who are wanting to be involved and actually getting engaged. And as leaders, it's your responsibility to try and actually get them to be part of the team and to bring their voices to the discussions. And the course, the discussions are in three key areas: policy, operations, and outreach. If I can have the next slide.

[On the next slide are] proof of our effectiveness of how well we … It's actually how well we actually engage in and carry out the work that we do in order to contribute meaningfully to these three operational work streams within our annual work plan. And I think you can see the whole screen, the whole page in this particular group. It's looking at the policy group.

Now for any of you who've even visited a CPWG meeting which Jonathan and Olivier very capably run, this is where the technical experts in our community contribute to public comment on new developing policies. And we're very fortunate to have people within our At-Large community who offer their knowledge and expertise to the

small … Yeah, not only to the wider discussions that they have. But there are small groups that are working, beavering away within their own discussions. They're talking to the CPWG and then they're going back to the community—their cross-community groups, PDPs, all those things that they're actually involved in—and taking the At-Large position on any topics that were given by ICANN to discuss and [comment] on.

We do the similar thing, of course, with advice that we give to the Board. And that usually evolves out of the discussions about the impacts on end users that happen within that particular working group policy. Jonathan as the vice-chair of our policy, of course, has this group as an overall brief.

But I think one of the things I wanted to make you aware of is the number of people who are becoming involved in these small groups. And it's really good that if you have an expertise … And we've done so many surveys trying to get from people, "What is it that you would like to contribute to?" And we'd like to see more people's names getting into [this] because this is how we grow our leaders. And I think you'll find it very easy to get engaged because you're working with great people. It's easy to join in the conversations. Okay, next page.

We're looking next at Operations, Finance, and Budget now. This is a newish area and it came about because when ICANN Org brough out its Operational Initiatives, there were obviously areas that we were very interested in. And I felt it would be really, really good if we focused on what we're doing within At-Large on what ICANN Org was trying to achieve as well. I mean, we see our role as supporting ICANN Org's work.

So what the group did was, of the 15 initiatives that ICANN Org had in their operational [inaudible], they chose the five for the survey. And they came out with these five top initiatives that. We've actually got small teams similar to the CPWG who are going to be doing research … They're tasked with doing the research and reporting back to the Operations Team in case there are any recommendations that might need to be made to ICANN Org.

And as well as those five topics, we have another group, the Prioritization Working Group, for example, that Cheryl takes. That's been working for months on the hundreds of recommendations that were made after ATRT3, all those acronyms. So every week, just the CPWG … This team works every week and they've been going through the prioritization, how At-Large prioritizes all of those recommendations that were made. And then that will go back to the wider group for discussions and then we'll haggle over the prioritizes again.

But this is a good group to come to for [inaudible] that you should be recommending anyone to come to because there's actually some … These are end user issues, so we should actually have a lot more people in this group and bringing their voices to the group.

The third area, which is the next slide, is outreach and engagement. And this is probably the area where a lot of people can actually become more involved. You don't have to have any real technical knowledge and expertise, but it's for people who have an interest in spreading the world a about what the ICANN community's focusing on, what At-Large is focusing on. And so I think it's really important. Anything that's

related. If you're interested in anything related to the end user community, this is where you should be sending people to.

And of course, Joanna's in charge of it as the vice-chair of Outreach. But Daniel Nanghaka and Natalia Filina are the sort of … They do the co-chair roles similar, again, to the CPWG and the Operations group. They have specific roles, and as you can sort of see, Daniel has a more administrative role on coordination. And the other is looking after social media, whereas Natalia is actually going to be focusing on the regional Outreach and Engagement leaders. These people are very important because they send the messages from the Outreach and Engagement Working Group into the regions.

And we're going to be doing a bit more of a focus this year on the work that the regional leaders do. They're being selected now, which is cool. I think we might need to get someone from NARALO to give Eduardo a bit of a break because he's pretty busy as it is, as the RALO chair. But the regional leaders in Outreach and Engagement are going to have a very important role this year for getting …

And I think after two year of virtual, it's a difficult situation. But we need to get these people and the rest of the group. And there's a big group of people who have volunteered for Outreach and Engagement, and I think this is an area that we need to really, really work on.

And so I've got "2022" with question marks here, and it's only because we haven't quite developed … Those groups need to get together and start looking at what it is that they're going to be doing during 2022. And, granted, with Hadia. Hadia has done amazing work with the

capacity building webinars, and we want to focus on getting those, developing more into capacity building workshops which is … I mean, they've had one already and there's going to be a follow up on that one.

But we want to look again at looking at what do the RALO communities need to build their membership and outreach up into.

The next one for #6 is something that I just surprised Joanna with this morning, I think. And that's on academic engagement. I had just been absolutely amazed at the number of PhDs we've got in the At-Large. I did not recognize that until it just popped out. And I think this is something that we need to take advantage of.

I think there are a lot of people that have got qualifications that we've never actually considered before, but I think as soon as we throw in the End User Survey with Jonathan's team, doing some kind of research …

And it was something I was actually talking about with Heidi. I know it's late in the day, but if there was any ABR that could come out of that. I mean, for those people who would—and I mentioned PhDs, but anyone who's interested in … Yeah, thanks, Greg. Anyone who's interested in any academic research would be … I think Joanna should really get that group together. So there'll be a callout, I'm sure, so that I can remove those question marks and we can put something in there.

But there's also our Outreach Resource Development. That is another area that I'd really like to see more, as I see something done. We got an amazing piece of work from Ashley Heineman on DNS abuse and what they're actually doing. We could be working with them on an ICANN

Learn course, I'm sure. But that's just me taking. I mean, what is decided by that group is up to them.

But that's the sort of thing we need to be doing, and I think it's really … We've got the people. I'd really like to be able to use them.

Okay, and then there's actually one other section which is sort of my responsibility. It's the last slide. And this is sort of like where the other bits and pieces of that go with leadership. And it's really under my responsibility at the moment, just for another year.

So I just wanted to mention just in case I don't get enough sleep at night if I want to do other things, there's a list of other bits and pieces. But fortunately, I have some fantastic people who help me with things like Additional Budget Requests. I mentioned that it's on the operational side of things, but it's the Finance and Budget Subcommittee.

Now these groups are specifically selected by the RALOs to represented them. There's usually an ALAC member and a non-ALAC member on each of those subcommittees. And they make decisions on behalf of the community. To take them to the ALAC appointments [inaudible].

There's going to be some important implementations/activities taking place [relating] to the ALS and individual members work that done over the last year. Wondering work done. And the implementation is going to happen this year. And, of course, metrics—something that's been hanging over our heads for ages and ages and ages. But we'll have to get working on that. And then of course, we've got liaisons.

So they're not policy. They're not operations. They're not outreach. They're more to do with the internal operations of At-Large. So they just come under my brief, so I thought I'd just add that. It's not a work stream. It's just stuff we have to do.

So now—and I know I've taken over more than my time, I really have to apologize for that—but I'm going to pass you over to Melissa who's actually going to take you through, okay, how are we going to make these things happen and what do you need to do. I'm going to leave it in her capable hands so that you won't …

But while you're going through all these things, I want you to be thinking about how you can contribute to this work plan of activities that we're going to be having to do over the next year. Thank you.

Melissa.

MELISSA PETERS ALLGOOD: Thank you, Maureen. Hello. Thank you for having me. So, Maureen asked that I joint you today to facilitate some of these conversations around expectations and around what, kind of, what are your barriers. You've probably seen some of that forecasted with my Jamboard that I sent you as well as the survey that you all completed. So thank you.

We're going to dive into all of that momentarily, but we thought we would start with an icebreakers. Now this is going to be a quick icebreaker because only four of you sent me fun facts. But hopefully this is a jumping off point for more of these types of things to continue. So, Claudia, can I have the next slide?

Here's how this is going to work. We are going to play a very quick game—again, we had four participants—of Match the Leaders with the Fun Facts. Next slide, please.

What I'm going to ask is that … We're going to show a slide. It's going to have four facts and four leader's names. Whether you want to put into the chat who you think matches to which fun facts or open up your mics, turn on your cameras, and start talking.

Bye, Joanna. I see you leaving.

Either way, whatever works for you. To the extent that you can turn on your cameras for the duration of the rest of our presentation, I'd really, really appreciate it. But we're just going to guess. We're going to match the fact with the leader. And then once all of our guesses are complete, then we're going to ask those people who volunteered those fun facts to perhaps a little bit of color to the story. So with that, can I have the next slide, please?

Okay. Let me make mine a bit bitter. So our four facts starting with this individual was approached at an airport in Belgium by a lady who asked for his window seat. He agreed with profound results. Now the fact that I'm using the pronoun "he," I narrowed it down a little bit for you. My slip. Start thinking about who you think goes with #1.

#2 is an individual whose violin teacher was Johann Sebastian Bach.

SÉBASTIEN BACHOLLET: It's not me.

MELISSA PETERS ALLGOOD: Not Sébastien. #3, as a young child, this individual, instead of painting flowers and rainbows and houses and things that kids normally do when they're doing crafts, this person used to design and illustrate drive through zoological parks.

And then finally, this last person's first interaction with the internet came at the hands of professor in 2005.

So those are all of our facts. Our individuals on the right, you can see them. Come on, where are my guesses? Let's match the one for the first one, the Belgium airport. Who do we thinks life was profoundly changed by a lady asking for the window seat?

VANDA SCARTEZINI: Cheryl.

MELISSA PETERS ALLGOOD: Okay. Thank you, Sarah. Sarah jumped in. Oh, okay. I've got a guess of Cheryl. Any other guesses? All right. Going, going, gone. Okay, please reveal yourself. The person who's fun fact is #1. Sindy, can you unmute? I just revealed you.

CHERYL LANGDON-ORR: [inaudible] give away when you give a name.

MELISSA PETERS ALLGOOD: I know. I'm like, "Come on. It's you, it's you."

CHERYL LANGDON-ORR: [inaudible].

MELISSA PETERS ALLGOOD: Okay, well … Oh, there he is.

CHERYL LANGDON-ORR: That's Raymond.

MELISSA PETERS ALLGOOD: Oh, Raymond's …

CHERYL LANGDON-ORR: That's not right. Wrong one.

MELISSA PETERS ALLGOOD: Oh, I revealed the wrong fact. It was Raymond. Raymond, I had four people to keep straight and I messed it up. My apologies. It was Raymond's fact. Melissa was wrong. It was Raymond's fact. Please, Raymond, tell us the story.

RAYMOND MAMATTAH: Okay. Good evening from [inaudible] Ghana. My story goes like this. I had the opportunity to travel abroad for the first time on the [inaudible]

opportunities. So right from Ghana, I made my arrangement to have my window seat so that I could have the view that people always talk about, both on the journey and return. So I made sure I went for a window seat.

Then from my [car] to Belgium airport, I was approached by a lady—whose identity I'll [reveal soon]—who asked for my window seat. Definitely it was quite weird because this was something that I had fought for and I got. But, yes, an elderly person who is requesting for this seat. So the reason I said to that lady was in Africa, or in Ghana, we are taught to respect the elderly. So I will give my window seat to the person. The flight attendant also agreed [that he] somehow was in part of Africa and can attend to that fact.

So we boarded the flight from Belgium to Canada and on my way to the conference, here was the same lady in front of me. By whatever means, she came and looked and said, "Hey, you are here." I said, "Yes, [but you are also here]." She said, "Yes." And the person I'm talking about is [Fatimata]. And the journey was for my first ICANN meeting, ICANN66 in Canada. So here's the case. [Fatimata] started telling everybody, "Raymond has given me his seat." And I could just imagine, what [if I had froze]? And I could just imagine if I had not given her the window seat. She would have equally told everybody that this young man refused to give his window seat.

And frankly, that has been a very good entry for me into my first ICANN meeting. And she has been very good to me throughout the first ICANN meeting and when I returned. And even when I returned and I accepted

my [NGO], I called on her to be a Board member and she willingly joined as a [inaudible] Board member.

So the long and short, that's my story.

MELISSA PETERS ALLGOOD: What a lovely story, Raymond. It just goes to show leading with kindness can yield some really good results. Thank you for that.

#2, violin teacher was Johan Sebastian Bach. We have three left. Give me your final answers before our individual reveals himself. All right, Jonathan says it's Cheryl. Any other guesses? Oh, I have Marita, another Cheryl. All right. More guesses, more Maritas. It looks like Marita's in the lead. All right. Please reveal yourself, #2.

MARITA MOLL: Yes, hello. It's Marita. How did people suss that one out?

UNIDENTIFIED FEMALE: That's a real mystery.

SÉBASTIEN BACHOLLET: I don't know.

MARITA MOLL: Okay, a little story around that. Johann Sebastian Bach, of course, is a famous composer who died in—what was it—it was 1750.

CHERYL LANGDON-ORR: [inaudible].

MARITA MOLL: I'm not quite that old. I'm pretty old, but I'm not quite that old. He actually died on my birthday, on the day I was born 197 years later. And there's a connection already, but about 200 plus years after he died, my family bought a house in which there was an abandoned violin. And it was determined that I would be the one to take on that violin and learn how to play it. We looked around. This was in the city of Calgary, Alberta in Canada.

I should turn my video on. Yeah, hello. Is it one? No.

CHERYL LANGDON-ORR: There is goes.

MARITA MOLL: There I am. Okay. I'm still not on.

MELISSA PETERS ALLGOOD: There you are.

MARITA MOLL: Hi, everybody. Where was I? Oh yes, I was the one who was playing the violin. And we looked around in the city of Calgary, Alberta, Canada, and there was something called the Mount Royal College of Music where

they had a violin teacher who was a very well respected member of the classical music community in Calgary, played with the Calgary Symphony Orchestra, etc. And his name was John Sabastian Bach, and he actually was the great great great great—I don't know how many greats—grandson of the original Johann Sebastian Bach. Now wasn't that amazing?

MELISSA PETERS ALLGOOD: Look at that.

CHERYL LANGDON-ORR: That is a great story, Marita. I love it.

MELISSA PETERS ALLGOOD: What a great story.

VANDA SCARTEZINI: Wonderful, wonderful.

CHERYL LANGDON-ORR: You know I was a violin … We've got to hear and see your violin skills at some stage, Marita. [inaudible]

MARITA MOLL: I haven't played it for many years. I knew I was getting on stage …

CHERYL LANGDON-ORR: You're going to have to polish up because we want to see you play.

MARITA MOLL: I can't do it anymore. I did for a long time.

MELISSA PETERS ALLGOOD: Well, thank you for that. All right, we're going to move on to #3. This individual, as a young child, didn't want to draw flower and rainbows and perhaps unicorns. I'm stretching it a bit there. And instead, decided to design and illustrate zoological parks. Who do we think it is?

I'm seeing Cheryls. I see one for Sindy. I see … Oh, I'm seeing a mix. Maureen says, "Cheryl. Who else?" Please reveal yourself.

CHERYL LANGDON-ORR: Yep, it's the boring geek. I was that kid. And just to add insult to injury, it was in the early '50s and people spent a lot of time, effort, and money building their little girl children dollhouses outside. As in cubbyhouses. So it seems that kids could actually go in and play. All of my cousin and everyone else had beautiful cubbyhouses made, pretty little flower boxes and everything else. And my parents dutifully had me one created, and I immediately turned it into a laboratory and filled it with dead things in jars.

MELISSA PETERS ALLGOOD: The mad scientist in the backyard, Cheryl?

CHERYL LANGDON-ORR: That's me.

MELISSA PETERS ALLGOOD: Oh, lovely. Okay, that leaves our last one. Please reveal yourself. First experience with the Internet in 2005.

Yep, it looks like process of elimination. We all got it. So let's hear the story. I think that you are on mute if you're trying to talk to us. Sindy?

CLAUDIA RUIZ: One moment. Sindy's on audio only.

MELISSA PETERS ALLGOOD: Oh, okay.

CLAUDIA RUIZ: So one moment. I'm not hearing him speak.

MELISSA PETERS ALLGOOD: Well, we'll give it just a few more seconds, and then otherwise we'll move on and hear the story later. You tell me, Claudia.

CLAUDIA RUIZ: It looks like he's speaking now. One moment.

MELISSA PETERS ALLGOOD: Okay.

SINDY OBED: Can I speak? Can you hear me?

MELISSA PETERS ALLGOOD: Yes.

SINDY OBED: Okay, hi. Thank you. So I'll share my story, and it's basically the story of my life. My first interaction with the Internet was in 2005, as was said. I had only taken IT and Computer Science lessons at school and we [didn't use to] have Internet connectivity. But during the break, students were not allowed to use computers that were in the lab, so I decided to challenge that order. The computers were old, of course, and in the end I decided to go forth and to use the computers. And I found out that they were actually connected to the Internet. In 2020, I could not believe it, but to that day I was still able to turn on the computer but not off. I had no idea how to turn it off. So at that point, my professor said, "Well, look. Here's the deal. Here's how it's done." So he said, "I'll show you how to use the Internet properly, but you need to prove that you can turn the computer first," which I couldn't do. But the professor taught me how to do it, and that was how I started using the Internet properly.

But I remember being curious about it and asking my professors to teach me how to use it. In the end, I majored in Computer Science and IT which is ironic. And that is the diploma I have. I have certification

from the university in the use of computers when an E2 level and with a distinction. So that's how it happened. Thank you.

MELISSA PETERS ALLGOOD: A little curiosity and a little bit of rebellion. Look what happened. Thank you for sharing that story.

Claudia, will you pull down the deck? So this is the kind of concept that I was trying to create with my request for your fun facts. So moving forward, if you want to do more of these types of things in any of your calls, send me the facts and then we can do it.

Okay, so we're going to dive right into the substance of our conversation today. And really, Maureen has just asked that I join you all to really start cultivating and facilitating a dialogue around what are the expectations that you have for each other with participation in the large At-Large Leadership Team, making sure that everybody's on the same page there; and then starting to talk about what barriers that you might have personally with your experience, having been involved for a year or so or maybe being new to the team, things you're concerned with so we can start to really cultivate maybe some possible solutions to some of those challenges.

And really, my hope today is that we engage in an open, transparent dialogue around these issues and that we consider evolving the way that you work to address some of these barriers in really incremental ways. Small incremental changes is what I encourage you to think about today because then the thought is that whatever changes you guys

decide to try to implement today, you can check back in and see if things are working or not.

So whether this group comes back together in this way in three months, in six months, you have the opportunity to touch back in and say, "Hey, this is working. Let's build upon it," or "This isn't working. Let's terminate that and try something different."

Many of you have taken a look at the Jamboard. I appreciate that. I recognize that the print gets tiny, but I wanted to try to give you that as an opportunity to really compare what the NomCom job description was with the way that you answered the survey question. So we're going to start there. We're going to talk about that a little bit. And then we'll get into our barriers and hopefully some proposed solutions.

So I'll be asking Claudia to share the Jamboard at a few points, but you all have access to it so I encourage you, to the extent that you want to look at it, please do that. It's hard to share in the Zoom format and if you guys would really just turn on your camera to the extent possible and/or engage in the dialogue, that's really where the substance of today is going to come from.

So briefly, I am going to ask that Claudia shares the Jamboard now, page 1, which is really where we set up the comparison of the NomCom ALAC job description, the role description, with your survey results. And the survey question was open ended. It asked you to identify qualities and skills that you thought were necessary for the job.

So when you look at the NomCom job description, it really breaks the skills into knowledge expertise and then into skills themselves, like

tangible skills. I'm just going to talk through the NomCom job description and then reference the survey results that I saw.

The NomCom description talks about "having a knowledge of the DNS and its impact on the global user." You definitely hit that in the survey.

"A commitment to ICANN's mission and its global impact on the global end user." Definitely hit in the survey.

"Experience in Internet policy making an Internet governance." Less frequently identified in the survey, but it was definitely still there. Can we have page 1, Claudia, please?

This local and regional experience in Internet-related or DNS policy regarding gTLDs or ccTLD activities definitely was hit in the survey.

"Strong local and regional networks to focus on strategic and policy planning." And while we didn't see that addressed so much in the survey, we definitely heard that from Maureen today, and we're going to talk about that more in today's session.

Consumer protection and consumer advocacy experience was talked about in the survey. The skills are what I really thought were the most interesting because you absolutely not only hit all of the skills of the NomCom job description, many of you expanded upon that.

"An interest in group decision making and sound judgment skills, an interest in the focus on bottom-up consensus building." That definitely was talked about a lot in the survey results.

"The ability to lead and provide support in the multistakeholder environment." That's the way it's described in the NomCom job description. What I found interesting in your survey results is that's really where I saw you guys pull out even more specifics. And we'll talk about those here in a minute. You guys drilled down into what that means in practice.

"The ability to work in a multicultural environment." Of course, everybody talked about that.

"The ability to bring new and different perspectives to diversify your skill sets and experience within the ALAC/At-Large community."

"A willingness to serve as a volunteer without compensation." No one said that specifically in the survey, but I do understand that all of you understand that parameter.

And then, finally, the NomCom job description talks about the ability to work and communicate in English, although there's no need to be a native English speaker, obviously.

So you guys, really … You hit all of it which is fantastic because that means that you all have a common basis of understanding of what it is that's expected of you and the commitments that you can make to each other, the expectations that you can have of one another.

Moving a little bit—kind of drilling down, I should say—into the ability to lead and provide support in the multistakeholder model. You guys went a little bit further in the survey and you talked about the ability to work in both large and small teams. We heard Maureen talking about

the use of small teams within the CPWG a little bit and certainly within the operations work track. So we're going to talk about that more here in a minute.

One of the things I thought was interesting is that a few of you talked about the ability to, in essence, act as ambassadors of At-Large to the greater ICANN community or even beyond the ICANN ecosphere. So really, kind of taking that mantle of representing this community in which you're a part and you're a leader in.

"The ability to lead by example." There were a few of you that talked specifically about being prepared for meetings which is interesting, and I will talk about that here in a little while.

"The ability to work synchronously and asynchronously." And we're going to really dive into that in more depth in a few moments. That ability to have the most important information in the live meeting that needs to be there. But then what information can you push offline to continue your work between meetings—in your workspace, in an email list, however your particular group communicates.?

And then, "The ability to motivate and engage in the community's work." And I know this is an area that everyone is struggling with across the ICANN community, but it's worth having a conversation about how do you guys do that and how do you build upon what you're already doing?

So you did a great job of really having parallel skills and expertise and experience within the survey and the NomCom job description. A little bit more that comes out of the NomCom is this commitment to 25-30

hours per month. That's what it reads and that breaks down to an average of six and a half to seven and a half hours per week.

And then there's an expectation within the NomCom description that this commitment increases with additional involvement in different working groups or if you're a liaison, etc.

And then, "A commitment to attend all meetings and to participate actively in policy-related activities and working groups." Claudia, if you'll take down the Jamboard.

It's this last part, this time commitment and this active participation commitment that I really saw the most substance of your feedback on the Jamboard. And it seems like you all agreed again that the skills and the expertise aligned, but there was an emphasis on the Jamboard—and you can see it on page 2, I just don't want that tiny Jamboard up the whole time—that there is a desire to have a serious commitment to the role that you're undertaking.

"Participation at all meetings." There was an emphasis in one of your comments that you need to be at the meeting not only for potentially voting process issues, but also to engage with other points of view which comes back to that fundamental multistakeholder model concept. Right? Being present to hear each other and to engage.

And so I wanted to see if there's anybody that wanted to speak to that. Perhaps one of you who's been around a little bit longer can offer some expectations and commitments that you expect out of maybe some of your newer members, make sure you're all on the same page. Feel free

to raise your hand if anyone wants to jump in on this being serious about the commitment point.

Sébastien and then Cheryl, please.

SÉBASTIEN BACHOLLET: Sorry, Cheryl. Just to say that the wording of your sentence is quite strange. Going to every meeting. No, please, no. Except Cheryl who can do three meetings at the same time. We can't, and therefore the goal is not to be at all the meeting. It's to take some responsibility. And when you take one responsibility to be at the meeting where your responsibility belongs. And it's important to make the difference because if not, at the end of the day, some of us—not me—but some of us will do everything and the others will not do anything. And it's something I would like very much to underline.

And Maureen, you have to think about that. Give responsibility to people. You didn't give any responsibility yet. It will be much better than to give three responsibilities to the same people. It's very important that we share the load in this [period], particularly.

And the question of the NomCom. I just wanted to take this opportunity to say I am very puzzled that the NomCom, we are not allowed to discuss about diversity when we pick and choose people for any roles. It's totally contradictory with Work Stream 2, and I guess it's something we need to struggle against for the future. Thank you very much.

MELISSA PETERS ALLGOOD: Thank you for those inputs, Sébastien. Excellent points. Please, Cheryl, your thoughts on this point.

CHERYL LANGDON-ORR: Oh, my thoughts on commitment, etc., and indeed on role is that two things need to happen. One is a more strategic entity approach. And the other is that personal commitment aspect.

In the strategic entity approach, again, there are another two things that need to be considered. And I'll deal with those first. First of all, whoever gets whatever role and whoever takes whatever role must have either the skillset, the experience, the support, or whatever aid and assistance to get those things to do the job properly.

This concept of drawing names out of a hat and making sure everyone has an equal amount of cordial in their cup is all very nice, but it may not get the job done. And so you do have to make sure that, from a strategic point of view, there is a degree of meritocracy. But that should not mean that all of those experiences are not shared, are not learned, are not spread with the whole in-service training. In fact, what it should do is allow everybody to increase their skillset, everybody to experience more.

So it shouldn't be seen as a blockage. It should be seen as ability to expand and facilitate growth if it's done right. So that's the strategic aspect. And there's a whole lot of complications in that. There's a whole lot of ways to do it. And it's certainly not the topic for now.

The second thing is that it has to undertake a great deal of transparency in that. And that's not strategic. That's administrative. And those two things have to go hand in glove. That being said, if you make a commitment, then you have to do it to the fullness of your ability. So that's that personal level. As I said, there are two things in that.

If you find, having been given a role or sought a role, or just put yourself in a work group, that it is just not either not what you expected—your circumstances have changed, you're just not managing—you have to recognize that, reach out, and if need be, request assistance because 19 times out of 20, there is a way of working through that.

Keeping that to yourself going, "Oh, no. I wish I hadn't said I'd do this … Oh, my job is too busy" all of those sorts of other things—the real world happens, suddenly great-aunt Mary has become ill. Whatever it is. If you recognize it and the limitations, share it early and find a fix, that is nothing but good. That's growth. Saying, "I can't do this because …" is not a criminal offense. It's a recognition of human limitation. And we need to do that.

And then the other thing is, if it is not a matter of limitation or capabilities but it is a matter of, perhaps, prioritization in one's life, if you can't do your very best in the role you've been committed to, then you need to ship out. You just gotta go. Thank you.

MELISSA PETERS ALLGOOD: Thank you, Cheryl. Some excellent points there that I suspect that Vanda and Jonathan are going to expand upon. What I did want touch on before I hand the floor over to you, Vanda, is those of you that

completed the survey that we did last month, you might have noticed that there was a second part of the survey that was a multiple choice. And it was about areas of policy topics gauging your interest in them.

I've put that, with the help of wonderful Claudia on your team here, into a spreadsheet that has each of your names who responded. And then it's color coded with how you responded from, in essence, like "I'm an expert" to "I don't have bandwidth or a desire to learn on that space. And like I mentioned, it's color coded.

We've given that to Maureen and we contemplated sharing it here today, and the only reason that, ultimately, Heidi and Evin and I were hesitant to do so is that we hadn't shared with any of you how that document was going to evolve. So I wanted to push that to Maureen, and then she can decide what she wants to do with it. But ultimately, I've called it an expertise matrix and, who knows, maybe some of you will want to change your answers.

But what it does is, it's a snapshot encapsulation of where each of you rate your own skills and your own interests and your own desire to learn more, perhaps as a jumping off point for some of those areas that you were talking about, Cheryl, in terms of … You know, there is a difference, as you have all shared with me, in terms of, "Hey, I'd like to help in this area and I'm interested in it" versus "I'm knowledgeable about it" or "I can get up to speed quickly in that area."

So, thank you for that. I'll stop there. Just wanted to let you know that wasn't an effort that went into the abyss. And Vanda, I'm going to hand it over to you.

VANDA SCARTEZINI: Just a little point that is important for NomCom participation. I have been many times in that. So it's an ability to listen to each other because you need to pay attention on the observations other colleagues are doing about the same person because sometimes you lose perspective for any reason and you need to have visibility. Normally, you can see people not paying enough attention and, you know, ignoring that that ICANN NomCom issue is not about your view. It's a group view to select the best.

So we need to pay attention in that. Just that, because all the others have talked about many important issues. Thank you.

MELISSA PETERS ALLGOOD: Thank you. Jonathan, over to.

JONATHAN ZUCK: Thanks. And I want to avoid repeating, I guess, what other people have said. But this issue of showing up to meetings is important, I think in some measure because we aren't participating in the At-Large to represent ourselves. It's not just a conduit for a bunch of random volunteers to participate in the ICANN processes whether it be policy development or outreach. Instead, the influence of the At-Large community, and the ALAC in particular, comes from its unity. It comes from reaching consensus on that.

And even if you disagree with the outcome, carrying the message of that consensus out to the broader community, that consistency of

perspective and a consistency of message is fundamental to the influence that the At-Large and the ALAC enjoy within the ICANN community. And so in order to maintain that perspective and in order to maintain that unity, participating in the conversations that lead to those talking points, if you will, or to those positions being taken and being a part of those conversations and aware of them, as opposed to just finding yourself randomly in an outreach environment and having to make up an answer or in a work group and just winging it.

The extent to which we're able to check back in, reach consensus, and then again carry that unified message out to the community is really what's critical to our success as an advisory committee inside of the ICANN community.

MELISSA PETERS ALLGOOD:　　So Jonathan, can I ask you a follow-up question on that front?

JONATHAN ZUCK:　　Yes.

MELISSA PETERS ALLGOOD:　　When we feel when we think about the three work tracks and the areas of volunteer focus, what would you advise—and maybe, Cheryl, you want to jump in, or some of you that have been doing this for quite some time—what would you advise both young leaders to do in terms of where to get involved that isn't so siloed for … ? I apologize for using an overused ICANN word.

And what ways should they allocate their individual resources, time resources as leaders? But also, what should they be encouraging maybe members of their ALSes or members of their RALOs to do to participate, to be part of understanding that cohesive consensus-driven At-Large message?

JONATHAN ZUCK: Well, I'll let others answer as well, but I since you've directed the question back at me, I think it is critical for everyone in the At-Large community to participate in the formulation in some measure of policy, whether its policy in the normal sense like in the CPWG or positions on reform within ICANN which happens in the Budget and Finance Work Group. And either one of those instances, I think that that's where the work is being done and that outreach is an outgrowth of those processes.

And so I think that everyone should start in those places and in the creation component of this and not start in outreach. Because if you begin in outreach, you don't have the foundation, I think, to really deliver a unified message out to a broader community. So mine is to recommendation to everyone would be to get a sense of whether or not they're most focused on organizational dynamics, multistakeholderism, preserving the integrity of ICANN as opposed to the United Nations or something like that. If those are your interests, then then really focusing in on the budgeting process and the multistakeholder decision-making processes, etc., and being part of that Finance and Budget Subcommittee would be the place for you.

Otherwise, I'd recommend coming to the CPWG meetings and taking a hand at developing what the position points for a particular topic should be. You don't have to write the brief. You can just be the person that helps formulate what the points are we want to make. There's a lot of folks able to wordsmith that into a form that makes sense for whoever the intended audience turns out to be.

The participating in those processes, I believe, is what enables you to engage in an outreach-types of engagement from a foundational place that, otherwise, I think is missing if you just start with outreach. So that's my opinion.

MELISSA PETERS ALLGOOD: Thanks, Jonathan. I'm going to hand it over to Cheryl for her feedback. And then I'd really be interested to hear from some of you that are coming from the RALO perspective—you know, you've identified as being interested in that outreach and engagement arm, but maybe not so much the other two work tracks—what you think about this because this is a different approach to being a leader in this space. So I'd like to hear a variety of inputs.

Cheryl, over to you.

CHERYL LANGDON-ORR: Thank you. Oh, dear. I've got my own voice coming back in my own head. So everything Jonathan said. Absolutely couldn't agree with more. But it all goes down to my all that it all goes down to my "prior planning preventing a peaceable performance." And that goes for leadership or

anything else—do the homework, do the research, find out what's going on, get the planning done. Absolutely agree with that.

But the other thing you can do—and I think it's what's exciting about this sort of grouping that we've got here—is that there are so many people that you can reach out to ask information. There's so many people willing to say, "I can give you a hand" or "This is what happened in this historical perspective." But your voice is important. That will give you the confidence and all those sorts of other things.

So find a network of your own peer support. I'm not talking mentoring. All right? That's an entirely different bucket of fish. I'm talking about someone who can backchannel or people you can backchannel to in meetings or in preparation for an outreach and engagement. Just some trusted advisors. And it doesn't mean you think like them. It means that you can learn from them. And they're a dime a dozen in this group, so use them.

MELISSA PETERS ALLGOOD: Thanks, Cheryl. So really quickly, I wanted to circle … I'm going to kind of fast-forward to something and then we're going to come back. But one of the areas of barriers that was identified in the survey was a need for more specific direction. And so what I've heard from Maureen at the front of this call was she mentioned that the prioritization, I think—do you call that one a sub-team or is that just called a team, I don't know, Cheryl probably knows—within the operations work track. That's a real area of focus for her in the 2022 Work Plan. That is an area that I heard

a real request—thanks, Cheryl, small teams—for more energy and volunteer effort in that space.

Maureen also mentioned in the Outreach and Engagement Work Track, we talked about the regional focus. So leaning into the RALOs and building up those membership. Great area to focus on. Focus on this Academic Engagement Team. I saw a few of you have already volunteered for that.

And then as well as this outreach and the Outreach Resource Development activities that I think are ongoing, and you hope to expand upon. But that's a way to jump in with your leadership skills to put your committed time towards those things as well as to encourage others to do.

We also, in this call just now, have this concept that Jonathan presented about maybe you start in the Finance and Budget Subcommittee. You start there and you're really understanding and focusing on how At-Large fits into this greater ICANN ecosphere and why your voice is so important on a more macro scale, and utilize your efforts there. And/or come to that CPWG meeting which does happen every single week in the rotating times, and really focus your energies on the policy side.

But I'm hearing, overall, an encouragement to expand where you put your leadership efforts. And I'm hoping one of the takeaways that we can have out of today's session is that all of you can take in this information and really start to identify where you want to expand the limited bandwidth that I recognize that you all have.

So that was my fast-forward. But I'm going to come back just to this concept of these commitments to each other. And what I'd like to do is to ask if we think that there are any skills or expertise or commitments that are missing out of this expectation of one another. Is there anything that we've missed? Is there anything that needs to be added to this conversation?

Because, ultimately, you're making these commitments to each other that you're going to be in this and you're going to do what you say you're going to do. And if it gets to be too much, like Cheryl said, you're going to speak up and you're going to reach out for help. And if you're not quite up to speed on a topic, you're going to get up to speed.

Is there anything we should add? All right, speak now or forever you're your peace. All right, so we're making that commitment—

Sébastien raised his hand. Please proceed.

SÉBASTIEN BACHOLLET: Yes, sorry. I feel when I get the presentation by Maureen—and thank you—that we are not missing. But we have to add to that all that we have done at the RALO levels. And that's another level of commitment don time. And it's not on that list. We are talking about the piece at the global level even if we are, as the chair of the RALO, included in this At-Large Leadership Team. But we have to be conscious that there is a lot of work also going on at the level of the RALOs. And that the first step … We are talking about engaging people. Maybe it's not to engage them directly at the global level, but at the RALO level if it's possible, too.

Therefore, we are missing this piece of an important piece of work. Thank you.

MELISSA PETERS ALLGOOD: Thank you, Sébastien. I appreciate you adding that to the conversation. Absolutely. Roberto, the floor is yours.

ROBERTO GAETANO: Yeah. What Sébastien mentioned prompts me to comment that I put also on a sticky note. I think that with this situation of the pandemic, the first thing that we can do to go more to a face-to-face thing is to organization small, local meetings in areas where the pandemic allows, where the rules allow. And that changes widely.

And I was struck by a comment yesterday by, I think Pari. I think I'm allowed to repeat it. Everything is recorded. That she had been in ALAC for one year now and never had a face-to-face meeting. So this is something that, on the long run, will affect us.

Of course it's a different story, but I've had reports that school children that have mostly done online learning will be affected forever. And I'm not going to say that ALAC members and volunteers are going to be affected forever, but it's still something that I think we should try to do. I think that locally in the region, in sub-regions, I think that we can go and exchange opinions on a face-to-face so that we help building the feelings of the community that is very difficult to build.

And I'm talking for newcomers. Old elephants like myself, I know everybody and I can relate. When I see a face, I know the background.

But newcomers, it's very difficult to inject new forces when we are missing this important part. So I think that this … Yeah, that's it. Thank you.

MELISSA PETERS ALLGOOD: Thank you, Robert. Again, excellent points. With the addition of the emphasis of the time commitment spent in the individual RALOs, are we all on the same page that, ultimately, these qualities, skills, and expertise—we're committing all of these things to each other here today
do we feel like we're making that commitment?

So we don't have a ton of time left, and you guys identified so many excellent barriers and personal bandwidth limitations or challenges that you face in executing on your role. And you shared so many great thoughts that I would love to continue to talk about, but what I think might be the best use of our remaining 12 minutes or so is to actually talk about the RALOs and to talk about the communication between the RALOs and each other. Between RALOs, between the RALOs and the broader At-Large community, are there ideas and ways that you think that those communication channels can be strengthened? Are there things that we can do that will then bring those members that you're working so hard for?

Sébastien and I had the opportunity to join your call yesterday. You're working very hard to cultivate that community in EURALO. And I know the same thing is happening across all the other ones. How do we bring those people into your larger At-Large world and cultivate those people

into, ultimately, leadership positions like you sit in? Whether they are new members or whether they're people that have been around for years and years but just haven't raised their hand for leadership.

So I'd like to spend the rest of the time talking about that if we can, and some suggestions that you guys made on the Jamboard, just to start this conversation, including incorporating a variety of design and different purpose-driven meetings that are regional or cross-regional. Perhaps that was your comment, Roberto. I don't know because the Jamboard was confidential. Communication between the regions. Knowing that not everything is going to work for every region, but what kind of dialogues are you doing amongst yourself to improve across the board to be more successful?

And is there a way to incorporate updates, kind of, at the global level whether that's at your ALAC meeting, whether that's somewhere else? How can the ALSes have additional projects and activities that kind of incorporate all of this and address your global needs?

So I'll stop there. What do you think we can do to improve in this space? Let's see if we can get some specific action items to try. Please raise your hand. Jump in. Do I have to call on someone? Because I'm not afraid.

All right. Sébastien, please.

SÉBASTIEN BACHOLLET: Don't be afraid to call on anybody you want. Yeah, we've just … Heidi put that. We have a cross-RALO leadership group and I think we need to

have reflection about how it's organized, how we can improve the work because, in fact, ALAC and all these working groups are very well organized. I am not sure that we spend enough time in organizing cross-RALO reflections. And one of the reasons [inaudible] that it was the ALAC level was the coordination of the RALOs. It seems that it's going somewhere else and we need to think about it, once again, at the RALO level.

And I would like to take this opportunity to put one idea. Maybe it could be a good time to start to do something differently. And one of my ideas, you know, I try to talk—not too much—but to try to do things about the diversity and that language. It's important. And maybe one way could be to try to organize cross-RALO something at the language level. Not doing each language at the same time with interpretation, but taking Spanish, French, Portuguese, Russian—whatever is supported by ICANN—and to organize a meeting cross-RALOs on the specific topics.

That could be one way to have something done at the cross-level because we are waiting for face-to-face meetings, but I guess we will wait even more [inaudible] in the future. Therefore, we need to find other ways to interact, and language could be one way. At least it's my suggestion. Thank you.

MELISSA PETERS ALLGOOD: Excellent suggestion. And I do think that Sébastien has hit on a point that other ones of you have touched on. And that is, the reality is that we don't know when the hybrid meeting is going to begin. And even then, it's going to be a hybrid meeting. Right? So the ways that you can

improve your communication now and start to evolve the way that you work really could yield dividends as this unfortunately persists.

So Hadia, over to you, please

HADIA ELMINIAWI: So I think one of the barriers of having effective participation from newcomers of different RALOs is that ICANN in general looks too complicated. And newcomers, when they join the RALO and start maybe the monthly call, they get exposed to too many things that is too difficult. They don't know how to get in, how to join. When actually, this is not the case. It's not that difficult. They just need to understand the basic structure, I think. But once you understand the basic structure, it is easy to pick something you're interested in and start to follow.

So I think it is our job to make it easier for newcomers to understand how ICANN works. If you attend an ICANN meeting or an ICANN monthly, or a RALO monthly call, you hear too many different things that you don't even know … Where can you start? It's too complicated. So I think making it easier, this is one of the things we need to focus on.

MELISSA PETERS ALLGOOD: So Hadia, if I can ask you a follow-up. Do you have any ideas of what can be done to simplify, to communicate that message? And then how could whatever that idea is be pushed down to that RALO level? Do you have any ideas there?

HADIA ELMINIAWI: I think the idea needs to focus on newcomer. So I don't know if it's possible, for example, in a RALO monthly call to have like 5 or 10 minutes just dedicated to newcomers, you know, [explaining] basic structure and where and how he could get involved. [inaudible].

CLAUDIA RUIZ: Hadia?

HADIA ELMINIAWI: Yes.

CLAUDIA RUIZ: Sorry to interrupt. The interpreters are having a very hard time hearing you. Do you have a headset you could use?

HADIA ELMINIAWI: I do, but I will waste time if I go to get it. But I'm done. Yeah.

MELISSA PETERS ALLGOOD: Okay. Thank you, Hadia. Thank you. Yrjö, over to you, please.

YRJÖ LÄNSIPURO: Thank you, Melissa. RALOs are … Typically, they consist of 20, 30, even more ALSes, At-Large structures. And I would say that that RALO without active ALSes, active local ingredients are empty shells. So that's why what is really important in this context is the mobilization of the ALSes. And I posted on the Jamboard just a reminder that there is a

report by an ALS Mobilization Working Party that was led by Alan Greenberg. It was approved by ALAC about a year ago. It still is waiting for implementation in EURALO.

What I'm pushing for, at least, is that while we are renewing our rules of procedure, we actually take into account those things that are proposed there. And the first thing is really to create a flow of information from the At-Large and ICANN to the ALSes so that they know what is going on, and have them to distribute that information within their membership and also within the multistakeholder community of their countries and cities, wherever they are.

So that's one aspect that we should take into account in this connection. Thank you.

MELISSA PETERS ALLGOOD: Thank you so much. And I think that's an outstanding idea. Right? Using that ALS Mobilization Report. I believe that the title. I apologize if I'm wrong. But using that as your individual RALOs kind of evolve your structures or take another look at your incorporating documents. I think that's a great idea because, Yrjö, you absolutely hit on what I was talking about in terms of creating more definitive communication channels so your bigger At-Large message is pushing down. And then you're still able to pull up information and pull members up.

So I'll stop there. Pari, over to you, please.

PARI ESFANDIARI: Thank you. I want to follow up on the comment Hadia made. It's true that when you join ICANN it's overwhelming the amount of information you receive, as going aimlessly to various meetings. So it, I think, creates a lot of waste of time for a newcomer, and also [overwhelmed]. And you lose the energy that you could put in a more constructive way to help the organization.

How to deal with it. Many organizations, when I joined the [inaudible], the very first day I received a couple of pages. That's a huge among of information. Just a couple of pages of basic information which when I studied that couple of pages, it helps me to [inaudible] place myself within the organization. I didn't have that when I joined here. What I had was a huge amount of information that I had to go from one placed to another. It's scattered. The organization is complex.

And as a result, I find myself over the time, I spend far more time in various meetings here than I have spent in any other organization. But I am not sure if my contribution has been as effective and constructive as in other places.

And my recommendation is that rather than guiding the newcomers to go and find a huge amount of information scattered here and there, just provide a few pages that helps somebody to place itself in this complex organization.

MELISSA PETERS ALLGOOD: Thank you so much for that intervention because you really hit the nail on the head of something that I personally observed across the community at our last ICANN meeting. And that is this desire for what I

think of as executive summaries. Right? Like top-level information on a topic with the supporting links. If you choose to go learn more, you have the opportunity to do that. But those kind of snapshot summaries the valuable information. So I think my question for all of you is …

I'm seeing Cheryl nodding. I don't see a ton of other faces on my screen. I think I saw Greg, maybe, nod. But that type of information and then that structure, that Executive Summary kind of structure. If you see value to that, where would that be most valuable? Where could that be implemented? What committee? What small team? What sub-team? Where should we do that? What do you guys think? And I know we're running out of time. I have so many things I want to talk about.

Pari, back to you, please.

PARI ESFANDIARI: Well, I think it depends to what we are talking about. If you're talking about a newcomer, as I mentioned, [a summary] about how the organization works. And I'm not talking about the chart. I have seen the charts millions of times. But generally, how you could actually place yourself in this complex organization based on your expertise, on your qualities, on what you're passionate about, etc. If you're talking about policy issues which is another area, again, I do like to see the history of what has developed. But rather than, again, millions of pages of values, you know, executive summary with links that would help about that specific policy issue.

MELISSA PETERS ALLGOOD: Okay. Thank you for that. Holly, I'm going to hand it over to you for your thoughts. Holly, you're on mute if you're talking. I still can't hear you.

HOLLY RAICHE: What I did about five or six years ago, for a whole week I had the newcomers every lunchtime. The first lunchtime who's just slides and talk about the actual ICANN structure. The next day was the ALAC structure and RALOs. The third was looking at some topics and delving into them. And the fourth was just getting them into small groups, talking about an issue, reporting back an issue. And within those four days, there was a lot of talk about what ICANN is, what it does, what the ALAC did. And I think it actually made a big difference to the people that I did that for.

MELISSA PETERS ALLGOOD: Yeah, and I think that all of that makes total sense. And Cheryl has pointed out something in the chat that I think is an excellent point. Either taking this feedback and giving it to the PRS team inside of Org that works with newcomers … Me on your Policy Team, the rest of the Policy Team here, we will absolutely do that. And I think that we can give them that feedback to try to help that.

But there is a difference between being a newcomer to ICANN, to At-Large and being a new leader. Or coming to this from … You know, maybe some you are very active in your ALS or in your RALO, but you're not as familiar or as active in the At-Large structure. So what could we do to help those of you that aren't as active in the At-Large structure make that transition? Would something like Executive Summaries on

policy topics or even these committees that Maureen touched on within her work track. Would those things be valuable to you? What would help you?

Bye, Jonathan.

And I might call on some of you at this point. I know we're five minutes over, so we're going to have to wrap it up quickly. But, you know, Sarah, I've heard you contributing in the chat, but I haven't heard your voice today. Can you think of anything that would help incoming leaders get more involved in, more invested in, and kind of bridge some of these communication gaps?

SARAH KIDEN: Yeah. Maybe sharing from my experience, I think what would be useful is working with more experienced people because, personally, sometimes I just look at something. It looks so big, and I fear to step up, basically. I'm just like, "This is too for me, and maybe I don't have a proper understanding of that." So maybe working closely with people that are very experienced in that particular topic to help new leaders, I think.

MELISSA PETERS ALLGOOD: Thank you. And thank you for letting me call on you on the spot. I appreciate you indulging me on that. So maybe that circles back to what Cheryl's idea was from earlier about not formal mentoring, but reaching out. Reaching out to some of the more experienced leaders for guidance or feedback. It sounds like that would be something that

would beneficial to make sure everyone knows is an option. I know Maureen always talks about how you guys are like a family. And part of being a family is helping each other. Right? And for being willing to say when you don't understand or you need a little more support or a little bit more help; and then, subsequently, helping those that come to you.

We barely talked about the things I thought we were going to talk about, guys. We have so many ideas about how to specifically address some of the barriers that you identified on the Jamboard. I think what I'll do is go ahead and reduce my notes to kind of an Executive Summary, if you will. And I will share that with Maureen and your leaders. And hopefully these conversations continue because there's a lot of work to be done. And you have so many good ideas that we didn't get to that I apologize. Never enough time.

So Maureen, with that I'm going to hand it back over to you.

MAUREEN HILYARD: Thank you so much, Melissa. And thank you, everyone, for this really open discussion about how we could actually work more effectively within At-Large. And I really did appreciate getting all the different views. I really think that within At-Large [with the structures in it] it's one of the important reasons of having RALO chairs included into the wider ALAC and the other leaders because it's really important that … I sort of view that the RALOs are really important in assisting its members to become more engaged in the wider At-Large activities.

And for a lot of RALOs, there's a big group of members who are quite comfortable within the RALO. They actually are learning more about our

At-Large activities and ICANN activities through that more familiar environment for them.

But it all boils down to people personal commitment and what they actually want to get engaged in. And it is, as Pari says, it took me years to understand just how … In fact, I still don't understand certain sections. But the only thing is that I've committed myself to At-Large, so therefore I'm really …

And I think that this is where it's really important. It's actually sort of like really focusing in on the sorts of things that Jonathan spoke about before, and Cheryl. And the things that, you know, what you want to personally commit yourself to, the time that you can give and that kind of stuff. You've got to take all those sorts of things into account and, as well as that. And then come to terms with the big organization that ICANN is.

But think that it's really … Thank you, Melissa, for getting people talking, engaging people into a discussion about how we as leaders can be more effective within our own system if we can make it work. I think it's going wonderfully well now, but we can still make it better.

So thank you, everyone. And look, I know that we're well over and I don't want to take up too much more time. The interpreters are just working overtime for us. But thank you so much for being part of this program and I hope you got something out of it as well. Thank you. So enjoy the rest of your day, morning, afternoon, evening. And take care and have a great holiday. This might be the last time I'll see many of you for a while.

CHERYL LANGDON-ORR: What is this holiday thing she's referring to. I don't understand. Holiday?

MAUREEN HILYARD: I know. Yeah, some people have a holiday. Not you and I, probably, Cheryl. And if you are going to engage, enjoy. And take care. Keep safe.

HEIDI ULLRICH: Happy holidays. Bye-bye, everyone. Thank you.

[END OF TRANSCRIPTION]