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CLAUDIA RUIZ:

Good morning, good afternoon, good evening to everyone. Welcome to the At-Large Capacity Building Working Group team call on Thursday the 13th of January 2022 at 19:00 UTC.

On the call today, we have Hadia Elminiawi, Barrack Otieno, Cheryl Langdon-Orr, and Sandra Hoferichter.

From staff, we have Heidi Ullrich, Gisella Gruber, Melissa Peters Allgood, and myself, Claudia Ruiz on call management.

Before we begin, I would like to remind everyone to please state their name when taking the floor so the interpreters can identify you on the other language channels.

We do have Spanish interpretation on today's call. Our interpreters are Lilian and Veronica.

Thank you very much. With this, I turn the call over to you, Hadia.

HADIA ELMINIAWI:

Thank you so much, and welcome all to this call of the Capacity Building Working Group webinars team call. Let's take a look at the agenda. If you all agree with it, it is going to be adopted. Seeing no hands up, the agenda is adopted. If we could please go to the action items from our previous call.

Melissa to draft a note for call for participants for second Capacity Building Working Group intercultural workshop, small talk, and that's been done.

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*Note: The following is the output resulting from transcribing an audio file into a word/text document. Although the transcription is largely accurate, in some cases may be incomplete or inaccurate due to inaudible passages and grammatical corrections. It is posted as an aid to the original audio file, but should not be treated as an authoritative record.*

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Yesim to schedule a prep call for the presenters. That's not done yet. And then Yesim and Gisella to schedule the second Capacity Building Working Group intercultural workshop, small talk, on the 15th.

Hadia and the Capacity Building Working Group on workshops to consider the following order of the intercultural workshops, small talk part two, the art of persuasion, the art of leadership and the art of decision making. And Claudia to set up a child page for the 2022 Capacity Building Working Group workshop series, and that's done.

I've also said last time that I am going to listen to the recordings again of the workshop and come up with my personal outcomes, and I did that and would share it briefly with you today.

If we could go back to the agenda, please. So now, next capacity building workshop, follow-up session to the intercultural workshop, small talk part two workshop. I will give the floor to Sandra and then Melissa, but I would like to quickly share with you what I came out of the session with.

I did listen to the recordings, and first, what are the do's and don'ts in small talk. I've made a summary of what has been said and then came up with something that works with all.

Small talk is not me talk, listen, show interest in what others are saying. What are the do's and don'ts, which topics to avoid, avoid personal topics because in some cultures, asking about one's family or relationships is a good thing while in some other cultures, going too personal is not welcome. Avoid political topics because it could be offensive or upsetting. Avoid religious topics because in some cultures,

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it could be considered a sensitive topic. Avoid gender-based biases like men need to do this or women should do this. Ask no committal questions.

Addressing people, it is better to be a bit formal because in some cultures, it is offensive to address someone you don't know in a casual way. Speak slowly because not all people are native English speakers. Be polite, be authentic, don't be fake, be yourself. Don't refuse if offered drinks or food, because this could be offensive, or deal with it in a nice way or a diplomatic way. Handshaking, not all cultures shake hands so it is fine to just greet with no handshaking.

How important is small talk? In some cultures, it is important while in others, it is not. I liked how Yrjö referred to Postel's Law, be conservative in what you send and liberal in what you accept.

In relation to how sensitive is a culture with regards to speed, tone, irony or volume, generally speaking, don't be judgmental, do not display an overly critical point of view, do not worry about voice pitch or eye contact. Voice pitch doesn't really mean anything because some cultures are loud while others are not.

Eye contact, also do not pay much attention to this, because also it means nothing because some cultures prefer eye contact while others don't.

So this is basically my outcome of what has been said. I did not see us, though, addressing the last question which said, how do you approach a person you would like to get to know? We did actually talk about the first four bullets, the do's and don'ts in small talk, which topics you

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should never touch, how important or less important is small talk, how sensitive is a culture with regards to speed, tone, irony or volume, but we did not talk about how do you approach a person you would like to get to know, or talk much about this.

I'll stop here and hand it to Sandra.

SANDRA HOFERICHTER: Thank you, Hadia. I must say I found your summary that you just made really good. It really captured what we discussed. It's not somewhere written down anywhere, or am I wrong?

HADIA ELMINIAWI: I did write it in a document but I did not share it, so I could do that.

SANDRA HOFERICHTER: Okay, because what I think would be useful, if we put that out in a nice format—be it a PowerPoint that can be used for different purposes but can also be sort of a handout for those who participated, I think that would be a really good output. And if you have a talented person among us, then some nice little sketches or pictures that basically support this summary, what you just did, would be really nice. But that's just a nice to have.

I think to put it in a nice format would be okay. Happy to support to do this presentation. It can be basically a follow-up on the ones that I used for the session. So Hadia, if you provide me with your notes, I think I'm happy to do this and to have it ready for our next session.

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HADIA ELMINIAWI:                   Okay, sure.

SANDRA HOFERICHTER:           And that would be basically a good bridge to the session that we had already, and then if I recall right what we said, we would hand over to Melissa or to you, Hadia, to basically further discuss these outcomes before they become final. But please correct me if I recall that wrong.

But I think summarizing what you just did in a nice format so that you can easily present it and be very focused, I think that would be good and I'd be happy to contribute. And I think Melissa [inaudible] because Melissa was the one who had those good ideas and who had obviously the skills to play with the people.

MELISSA PETERS ALLGOOD:       Thank you, Sandra. I think Hadia, piggybacking on this conversation, I think you really have set up what I was thinking would be kind of the level set at the beginning of the next session, that recap of here are the themes that we saw, some of the big picture approaches that you can take.

Potentially, if you'd like me to even add in the few slides I have on active listening, certainly don't have to, but we could add that in as the option of how to execute on some of these bigger picture items that you identified, things like worrying less about eye contact and volume because some of those things really are innately cultural.

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But I think all of that plays into the level set and then from there, if we could move to these first-person accounts like we discussed and through those, have everyone share how they encountered a communication challenge which was likely culturally-driven, and then how it was resolved. Some of those resolutions will be positive. Honestly, it would be fantastic if some didn't have the best resolution so they could be even a further point of discussion of perhaps what could have been done different.

And from there, what I thought we could do is then have some prepared kind of questions that our individual contributors who I'm thinking of as panelists—so if you hear me say panelist, that's who I'm talking about—those independent panelists could then be prepared to engage in a more robust discussion around some of these things so we can walk away, come to an agreement on three or four kind of bullet takeaways that could complete our package of tools that have come out of these conversations.

So to your point, Hadia, about how we haven't touched on how to approach a person you don't know, I think that question is ripe for the discussion part of the next session, but that's just the way I was thinking about it.

So I'll stop there and catch up on chat because I don't read chat while I talk. Please, back to you.

HADIA ELMINIAWI:

Thank you, Melissa. That sounds great. And I think next time, we will have the presenters presenting actual life stories about how cultural

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differences put them in a certain situation and how this was resolved, but then what else? Would part two only be about this?

MELISSA PETERS ALLGOOD: I think it really largely depends on how many people raise their hand to contribute. If we only have two or three, those first-person accounts take a couple minutes each. I'm happy to facilitate a conversation. I think we could likely get to go on for 15-20 minutes.

But to your point, if we only have a handful of people that want to contribute, we are looking at a session that's probably less than an hour. That's the unknown piece.

I remember in our last session, we were hopeful that we'd already know by this meeting who was raising their hands so we could dial that in a little bit better. But since we don't have those yet, I don't feel like I can fully answer that question, Hadia.

HADIA ELMINIAWI: Okay, thank you. So how do you see the last question that we actually did not talk about, which is how do you approach a person you would like to get to know? Where does this fit in our next session?

MELISSA PETERS ALLGOOD: I think that fits in the discussion points. After these individual kind of first-person accounts are shared, as a group I'd like to get people's feedback on, do you think that approach went well? Cheryl, I'm going to pick on you because I know you're on this call.

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So Cheryl has shared with us this anecdote. Do you think that's the best way for Cheryl to approach that individual, or could something have been done differently, what kind of strategy could she have taken to go in a different way?

So that's an area of conversation. Then after every panelist has shared their accounts, then I think we kind of pull it back a little bit further and we go—really leaning into Yrjö's excellent encapsulation of being conservative in what you send and liberal in what you accept, I think we go, okay, we agree on this tenet, that small talk is not me talk, that it's better to err on the side of being a little more formal and shy away from the personal until we start to gauge that individual's comfort as you cultivate a relationship.

So what does this actually mean? How do we do this in practice? And it's going to be turning back to the group to say, how do you initiate a conversation? What would you encourage new members to do, new participants in the community? And we start there.

I do think that we can go into the session with a handful of questions identified. Some of them are going to come out of what our panelists have to share, and then also, we can kind of probably preformulate some of the outcome bulleted kind of toolbox approaches and then see if the group actually lands there and see if we need to add to those.

HADIA ELMINIAWI:

That sounds really good. What I like about what you just said is that it is also going to be a workshop in a way or another. So after the presenters



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share their stories, we will turn this into a workshop where we all work together in order to come up with the outcome.

Cheryl, please go ahead.

CHERYL LANGDON-ORR:

Thank you. Perhaps not necessarily for this exercise, but I wanted to put a pin somewhere in the thought here. We're empowering people with a lot of really good tools, and that's really important. I'm very keen to have that happen and you know I'm supportive of that.

But there's also some more advanced skills that need to come in when you're trying to be a top-class communicator. And I'm not suggesting we create that out of this program yet.

But in those advanced learnings—and I know you know where I'm heading here, Melissa—we probably could take a couple of little threads from some of those advanced skills and just link them into this beginning stuff. That really sort of echoes of how to engender trust, why trust is important, why even things that may be seen as not me or not you are still part of a trust exercise, how do we [inaudible] an ability for someone to feel open to listen. All those things which get to be very technical later on if you want to get into that area.

Just little germs that we could plant now, and I didn't want to lose that, if you can see some opportunities, Melissa, to try and maybe tie a couple of those [inaudible]. If not now, maybe in the next follow-on. Thanks.

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HADIA ELMINIAWI: Thank you, Cheryl. I think what you just said might require an entire webinar in itself. And as you said, I don't think that it would be possible to do that during the next webinar. However, Melissa is our expert here, so I hand it to you.

MELISSA PETERS ALLGOOD: The use of the term "expert" has got a liberal interpretation there, Hadia. I definitely think, though, that big picture, we shouldn't bite off more than we can chew. Let's kind of be strategic, to Cheryl's point, about how we build up a series of webinars in this space. Because I think this is a really tangible area of conversation for people. and also, truthfully, something that people can utilize in the ICANN space and then other areas in their life that they move through.

I think the other thing that I am happy to do is to circle over to the Comms team to see if they have any existing materials, learning product that might be good to incorporate into this rather than us recreating the wheel. What do you guys think about that?

HADIA ELMINIAWI: I think this is a great idea. And maybe also, they could have some stories to share. I don't know if this is a good idea as well, but I think it would be beneficial to hear from them.

MELISSA PETERS ALLGOOD: I think that's a great idea, Hadia. I'm adding that to my list.

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HADIA ELMINIAWI:

Okay. Thank you. Sandra, would you like to take the floor?

SANDRA HOFERICHTER:

I would try to summarize what I understood so far. Let me know if I got it right or wrong. I think there are a lot of good ideas on the table now. I would suggest that the summary that Hadia made will be put into a nice format, a PowerPoint or something that can be further used for NextGen programs. As Gisella mentioned already, I really think that's important. And if we create a series of decks, the art of small talk, the art of leadership and so on, we have a good series that we can use for different purposes at ICANN.

Then I understood that we would like to ask presenters to share their funny stories that happened with them when being lost in translation, to put it that way. And after that, we have those presentations, we will see how the discussion is going because we don't know yet how many presenters we will have and what the questions are, but what Melissa has said is to discuss on the question how to approach someone you don't know yet, because I think this is really something that applies to many of us at ICANN. That could be a topic for discussion which of course, after the session, should be part of the slide deck or the brochure—I'm just brainstorming. That could be part of this one as well. So that needs to be summarized as well and also the slide deck that Hadia summarized that I might put in a good format is of course also not carved in stone but subject to further discussion and could be modified, could be something that is rolling and developing.

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With this, I think we have an hour or an hour and a half session with a lot of interactivity, but also some output, as Hadia aimed to have out of these webinars, that we don't just talk and listen but also get something which can then be of use to the greater ICANN community. Did I understand right, or did I miss something?

HADIA ELMINIAWI: To me, I think that's exactly what we talked about. Melissa, you have your hand up.

MELISSA PETERS ALLGOOD: I agree with everything that you said, Sandra. I think that we all are on the same page. There is a meeting of the minds here. What I would like to prepare in advance of the 27th—when I say I, I really mean me—is while you guys cultivate your community volunteers for participation in this, I'll go ahead and reach out to Comms, and PRS too, I'll talk to Betsy, about strategically some of those building blocks, to Cheryl's point, that we should consider so when we come to the 27th.

I'd like to come with ideas that are strategic, that can be built upon in terms of the questions that we ask in that question and answer period. Because if we pose questions, we get feedback, then that starts a dialogue that we can start to put the crumbs out, I think is what Cheryl said. And that's a great place to do that.

So my goal would be, coming out of our prep session on the 27th, we have a familiarity with what all of our panelists are going to say in terms of their anecdote, their story, and they know some of the big picture

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questions that we're going to pose to them and to the audience as well so they can be prepared with some responses to those. That's a way to prevent the dead air concern.

And then I'd like to, in that meeting, once we have the culmination of all of those pieces of the puzzle, to then be able to talk about preliminarily, what are the recommendations that we're going to put in the toolkit. The toolkit is what I'm calling the output. Like here are things for you to carry forward.

And if we can have that outlined to an extent, then as the discussion goes, we can decide, hey, does this fit or does it not fit, or should we add something different? So that way, at the end, we can summarize and wrap it all up and say, here's where this group landed after these three hours or so. Does that sound good in terms of moving the work forward?

HADIA ELMINIAMI:

Melissa, that sounds great. So we are waiting for you to send out the questions, right. So you will need to contact the Comms people. [inaudible] the questions before the prep session, before the 27th.

MELISSA PETERS ALLGOOD:

Yes, I have passed on kind of the first pass of the email that's going to go to the community. So I leave that in the capable At-Large team hands. I'm going to go ahead and reach out to Comms. I'm also going to reach out to PRS to do the information gathering. I will synergize that information. And I'm happy to, through Gisella and Heidi, send you guys

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kind of my preliminary thoughts, if that would help in advance of the 27th. So that way, the group comes in with at least kind of a robust understanding of the jumping off point. And then you guys can also say to me, "Hey, I think that's on point" or, "Hey, I think you're off base, Melissa." I never get offended with any of that, just so you know.

HADIA ELMINIAWI:

Thank you, Melissa. That sounds great. And I think the 27th, the prep meeting of the 27th would be very beneficial. We could actually come out of this meeting gets with some adjustments to the original meeting. So maybe we don't end with the same exact questions, or maybe we do, we'll see.

MELISSA PETERS ALLGOOD:

I think that all of that is very much the way that I like to work. So I appreciate you guys being willing to be collaborative in that way. Always evolving it and having each meeting be such that it's moving the work forward, I find to yield the best results. So I'm excited about this.

I think based on looking at the 27th internal deadline for me, how about the 24th for me to come with the kind of results of my research inside Org as well as where I see some of the big picture questions that we should consider?

I think Gisela mentioned that the call to action for the community volunteers to be panelists is going to be the 21st so we'll probably know them by the 24th. So at least this group will have kind of their arms

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around the information from various sides and then we can make the 27th prep session really robust and fruitful.

HADIA ELMINIAWI: Melissa, that sounds great. Sandra.

SANDRA HOFERICHTER: Yeah, sounds great to me too. And if the 24th was the day then I will also have the presentation ready by the 24th so that we have the full material at hand.

HADIA ELMINIAWI: Okay, and I shall share my document tomorrow with all of you. And Sandra, you'll be using it in the presentation, correct?

SANDRA HOFERICHTER: Yes, absolutely.

HADIA ELMINIAWI: Great, thank you. By the way, I don't have my camera on because I have cream on my face because I have minor burns. Hot oil. I was frying something. Yeah, but hopefully it will leave scars. I hope so.

MELISSA PETERS ALLGOOD: Oh, I'm so sorry I started laughing. I thought you had like evening face cream.

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HADIA ELMINIAWI: I know.

SANDRA HOFERICHTER: Yeah, that was my first thought too, like a mask.

MELISSA PETERS ALLGOOD: Well, sending you very healing thoughts, Hadia. Absolutely.

HADIA ELMINIAWI: Thank you. Yes, Cheryl, my eye is okay. It just hit above the eyelid. So I do have some scars above the eyelid but my eyes are perfect. Nothing got in.

CHERYL LANGDON-ORR: That's good, because that's way too close and it's often where the damage is done. Your reflexes are obviously good enough. But do be careful, my friend.

HADIA ELMINIAWI: Thank you. So if we could go back to the agenda. I think we're done with A and B, right? Unless someone wants to add anything.

Okay, so seeing no hands up, we go to C. The workshop is going to be on Tuesday, the 15th of February, and the time is still to be determined. So, do we have a time now, or would we like to postpone determining the



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time for later, for our next call? Gisella or Heidi? Okay, Gisella saying 19:00 UTC. Okay. So now we have the time set.

Next workshops. I think it's what we actually agreed on during our last call, so we have part two, which is the part two of small talk and then we have the [line] topics, which is the second. Yes, please go ahead.

HEIDI ULLRICH:

Yeah, I'm actually in the action item page and they're listed. Looks like number two is the art of persuasion, number three is the art of leadership, and number four is the art of decision making. And I'll go ahead and put those into the chat.

HADIA ELMINIAWI:

Yes, thank you. Those are the ones mentioned in the action items. Yes, great, thank you. So if we all agree to this, then those are the workshops. Yes, Cheryl, exactly.

So we're all set. Do we want to discuss any of these workshops now, or just put them on the agenda and discuss later? What do you think? Sandra, would you like to talk about the art of persuasion now?

SANDRA HOFERICHTER:

I don't know how persuasion came in. And I must admit, I had to check first what the word means. Now I know. I think from a logical point of view, it would maybe be wise to have the art of leadership first because we all have a clear understanding on what leadership is. And maybe

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persuasion comes second, same as decision making. While I think persuasion and decision making could at least touch upon each other.

And to keep it a little bit more general, I also think that we could speak about those topics like which is basically not the art of but these kind of things on communication and for instance, how to dress, eating manners and these kind of things. But I'm not so sure anymore if this is the way we should go because I like this idea of having a series, the art of and then something, but I would definitely say leadership next, because leadership is something that happens at ICANN and everyone has a clear understanding what it is.

HADIA ELMINIAWI: Okay, Sandra, so it will be the small talk part two, then art of leadership, then art of persuasion, and then the art of decision making.

SANDRA HOFERICHTER: And maybe the two last ones belong together, but I'm not sure about that. Because if you want to convince someone, you want to have a decision at the end, I think that is kind of natural.

HADIA ELMINIAWI: Okay. Heidi, please go ahead.

HEIDI ULLRICH: Yes, and this is to both you and Sandra, just wondering if you would like to add the larger title, that this is all within the context of ICANN. It's not

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just a general discussion of intercultural communication, but it's within the context of what people within ICANN might be expected to encounter when we come back face to face. So that's the first question.

And the second question is really to Sandra, would you like to have us send invitations for all of these sessions to the academy working group?

SANDRA HOFERICHTER:

The academy working group, this was always a loose group of people. So I'm not really sure how many people consider themselves as active members of this working group. So what I could do, we could just send it over the list. But so far, I understood we say for the moment in the safe environment of the At-Large community and [go out] later, but that's also something that was not my decision. So I'm happy to go the other way.

HEIDI ULLRICH:

Thank you for that. I also see Cheryl's note about the sales. My view on that was basically just a way to keep that group alive if that is an intention to do, because a lot of those courses were dependent on face to face. And I'm not sure where they are right now. But that was one way to just keep that group still together. Thank you.

HADIA ELMINIAWI:

Thank you, Heidi. And I totally agree with you that we need to be clear that the intercultural awareness series of workshops is in relation to ICANN. And actually, when I was relistening to the workshop of the 29th of November, when making the summary, this is also what I tried to

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focus on, because ICANN does have this unique situation where you have people from all five regions with different backgrounds, different educational backgrounds, cultural backgrounds. So definitely it's only related to ICANN, it cannot be generalized.

Sandra, or Melissa, do you have anything else to share today?

MELISSA PETERS ALLGOOD: Nothing for me.

HADIA ELMINIAWI: Okay, thank you. Heidi. Okay, so if we have nothing else today to talk about, I think we are all set for our prep meeting. So our next call will be on Thursday, the 27th of January at 19:00 UTC. We shall be expecting the questions from Melissa on the 24th.

Seeing no hands up, I think we are done for today. Thank you all, and this call now adjourned.

SANDRA HOFERICHTER: Sorry. I was just reading in my own document. I have one more point.

HADIA ELMINIAWI: Yes, Sandra.

SANDRA HOFERICHTER: I see in my original proposal, we were about communications, speed, tone, irony, volume, these kinds of things, small talk. So in some

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respect, we covered this. But then maybe we can do some artwork around these issues of time sensitivity, dressing, traditions and eating manners. And we could maybe call it something like the art of, I don't know, social interaction.

For instance, you're invited to a party and this goes beyond small talk. Then these kinds of things might be an issue, if you are in time or not, how you dress, do you come in traditional clothes or do you dress like for a gala evening which many newcomers understand in the wrong way when they dressed for gala and others come with a t-shirt.

These kinds of things can be important for newcomers in particular. Maybe we can consider one more art workshop on these kinds of things that go together when you interact or when you have a party together, let's put it that way. Because this is something that happens at ICANN, that we do party and we want people to behave rightly having a party with each other.

CHERYL LANGDON-ORR:

So Sandra, you're using the term "party" and I love that. So what about the art of proper party planning? Just an alliteration, I'm sure you'll come up with something there. But what it means is how to plan. To me, this is all kind of personal branding and that sort of work that some people do as well. It's okay to be the t-shirt wearing guy, if that's your brand. But it's also okay to be the best dressed person in a room if that's your brand.

But people need to feel comfortable in making sure they haven't made an error in their choice. And I think that's where the newcomers and

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people icebreaking and getting used to each other, they don't want to muck things up. And if your brand is king and queen of the room, then that's what will be expected of you. If your brand is [inaudible] geek, then that's what'll be expected of you.

If you're the new kid in camp—and “the art of partying” is great. Perfect. Because it just allows us to learn safe methodology. You can step out of safe later. Well, unless you're me, and I just plow through whatever danger zone happens to be there. But I like that. I think that's a really good thing to add in.

SANDRA HOFERICHTER: Yeah. And I think what also belongs on these kind of things, I mean, with these parties, they always have a formal and an informal component. For instance, in particular, the ICANN community is very bad behaving when someone's having a speech. They are not listening to the speech, but they're having their drinks and having a chat. And I think these things should be discussed that basically, that you have to kind of behave in the formal part, or if you are late, and you have to be [inaudible] a little bit.

CHERYL LANGDON-ORR: You mean the basics of common courtesy that is so lacking? Yeah, that would be lovely.

SANDRA HOFERICHTER: Yes. In a way, what I mean, I really discovered this in our community, not only ICANN, but the entire Internet governance community,

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because everything is for free, getting invited to a party is something very common and people don't really appreciate it anymore. But the one who's doing the party is actually pretty much upset by this bad behavior.

CHERYL LANGDON-ORR: It's the difference between calling an open bar and a troth of food. And that's unfortunately what our open and unbarriered world encourages. The only way to change that is to remind people that being part of a general party also allows people to observe you and to start making characterizations of you and your potential. Just like you need to be cautious about your digital footprint and your social media if you are thinking of going for a job at some stage, if you're thinking of, dare I say leadership, especially in the context of Internet governance, maybe watching how people judge you could be useful as well. [inaudible]

SANDRA HOFERICHTER: Let's add the art of partying. Okay, that was what I wanted to say.

HADIA ELMINIAWI: Okay, Sandra, that sounds great. So we are adding a workshop. And where would you like to add it? After small talk?

SANDRA HOFERICHTER: Should be the last.

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HADIA ELMINIAWI: Okay, so after the decision making?

SANDRA HOFERICHTER: I think party comes last.

HADIA ELMINIAWI: Okay, great. So Gisella was asking if the prep meeting actually includes community members, and my understanding is that the meeting would include the panelists and us but no community members per se.

CHERYL LANGDON-ORR: It's not a preview, it's a prep.

SANDRA HOFERICHTER: Yes, Hadia, that's also my understanding.

HADIA ELMINIAWI: Okay. Heidi, please go ahead.

HEIDI ULLRICH: Yes, just comment on the timing of the art of the party. I think assuming that there's going to be a hybrid ICANN 74, if that could come right around that time, I do think that that would be really useful because I think many people may have forgotten some of the finer points of partying and networking and working a room face to face, especially as we all head back into some sort of hybrid type of socializing. I think that would be just well timed on that and relevant as well. Thank you.



HADIA ELMINIAWI: Okay, thank you, Heidi. It makes sense to me. But Sandra?

SANDRA HOFERICHTER: Yeah, absolutely fine with me.

HADIA ELMINIAWI: Okay, great. So do we have anything more to discuss today? Okay, thank you all, and goodbye. This call is now adjourned.

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