

\*Note: I focused these notes on the Art of Persuasion with bit of content around leadership. I expect that some of the more leadership focused inputs will be included in the Art of Leadership

### **Alan: The Holistic Approach**

- People are driven by their interests – not yours
  - Know the issues, know your audience, know the pro/con arguments, pick your battles
- Let people think they won – you need them to own the decisions they make
  - People in ICANN often have strong financial interests in the outcome – they need to not lose in such a big way that they can't afford to agree with you
- Allies are essential for success – both inside At-Large and in other parts of the ICANN community

### **Maureen: The Campfire Approach**

- Leaders LISTEN and surround themselves with experts
  - Influence by presence
  - Especially in At-Large, as there is a brokering of information in the bottom-up process where positions and motivations might be different across RALO's, ALAC etc.
- There is a push and a pull to influence
  - She uses a pull - draw out all positions and get the group toward a decision
- Influence extends when people are invested in you – the way you get there is by investing in them

### **Olivier: The Targeted Approach**

- Study up on the people you target
  - Use LinkedIn, ICANN wiki, ICANN Statements of Interest
- Be strategic in the time you select to connect
  - Use breakfast, happy hour, dinner, and galas
- Make an effort in how you dress/present yourself
- Listen a lot before you speak
- Remember discussions you have with people and use them as points of connection
  - Remember names
  - Take business cards and write notes on the back
  - Use ICANN tools, like GNSO Statement of Interests, to put faces with names
  - A bit of flattery goes a long way
  - Acknowledge efforts and extend genuine thanks
- Gathering information, and knowing with whom to share that information with, is key
- At every ICANN meeting, have a goal and strategically pick your battles as you work towards that goal

### **Cheryl: The Calculated Approach**

- Current and former chairs form a peer-support group – all have different styles/experiences – and use their skills in specific ways to influence and persuade
- All the approaches presented are about knowledge, expectation, respect, and communication
- Respect others' time AND the timing of what you are trying to accomplish
- Be prepared to lose, so pick your battles
- A persuasive leader needs to be prepared to get uncomfortable
  - Ex: you may be responsible for persuading others into a position that you do not personally hold, but if it is the position of the group (ALAC), your job is to act on behalf of the group
- Analyze people and use the information toward your goals

### **Persuasion vs. Influence**

\*Note: The session didn't focus here as much as we planned and the jamboard was a bit muddled on the point. Below are inputs as they were on the jamboard. I included these to ensure a complete record.

#### **Persuasion is....**

- Convincing people to act in your way of thinking or plans without necessary agreement with your way of thinking or plans
- To make others offers they can't refuse
- Having a vision of the optimal result and motivating people to work towards achieving this result
- To be the last person standing

#### **Influence is...**

- Make someone change their ideas or actions
- Getting a group of people to go the way you want them to go by having them choose freely to go your way
- Convincing people to think in your way and agree with your plans and intent

## **TOOL KIT**

### **Key to Persuasion**

- Identify the players
- Learn the pain points – understand how to work with them or in spite of them
- Identify core values – try to work with these
- Identify alignment and build upon it
- Ensure you are in the right place at the right time

### **How to Move Individuals Off Their Positions**

- Identify your goals before you engage
- Know your arguments and be prepared to respond to counter-arguments
- Know where you can compromise and where you cannot compromise before you engage
- Play a long game if necessary – plant seeds and follow up

### **Putting the Tools Together**

#### ***Be “Other” focused***

- Target the right people
- Ask questions and use active listening skills to understand their interests
- Build rapport/invest
- Find areas of connection
- Make them feel good about themselves

#### ***Be okay with losing and pick your battles***

- Hand over the power/credit - let the person feel as though it was their idea

#### ***Timing, timing, timing***

- Make sure you approach your target at an appropriate time AND that the issue is ripe

#### ***Allies are key***

- Need allies within At-Large community
- Need allies within other SO/AC's
  - Some of these may be personal friends
  - Other individuals you may need to target because of the position they hold
    - Be prepared to barter and negotiate as you move toward consensus
- If you're the only one speaking, you are unlikely to win

#### ***Be strategic but flexible***

- Make sure you have a well thought out plan
- Be flexible enough to pivot while still working toward your goal

#### ***Listen a lot, speak a little***

#### ***Operate from principle and speak from At-Large consensus whenever possible***

#### ***Keep your word and be consistent***

#### ***Don't take things personally – try, try, try again***