ICANN

Moderator: Ozan Sahin
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7:00 pm UTC

Coordinator: Recordings have started.

Ozan Sahin: Good morning, good afternoon, good evening. This is the NCSG, NCUC, NPOC Capacity Building Webinar on Influence in Negotiation held on the 4th of October 2018 at 1900 UTC.

On the call today, we have (Austin Ruckstuhl), (Ahmed Almarwani), (Austin Ruckstuhl), Cheryl Langdon-Orr, Elizabeth Andrews, Nadira Al-araj, Olga Kyryliuk, (Ora Lesi) and on the audio bridge only we have (John More). We have David Kolb as the instructor of the call. And from ICANN staff, we have Benedetta Rossi and myself, Ozan Sahin.

I would like to remind you all to please state your names before speaking for transcription purposes. Please also remember to mute your microphones when not speaking.

Thank you and over to you, David.

David Kolb: Thank you, Ozan. And thanks to all of you that have dialed in for this Webinar.

And so this Webinar is the third event in a capacity building program that NCSG had requested last year. The first event was a face-to-face one-day program at the Panama meeting in June that covered - touched on this topic but didn't go as deep as we're going to go today.

Then the second event was a Webinar that occurred about a week and a half ago that looked at moving the conversation through consensus building which again was a topic that we had touched on in the face-to-face program but wanted to go deeper on based on participant feedback.

So this Webinar will look at influence in negotiation. And the way that this topic area came up as relevant for NCSG, NCUC and NPOC was, as I talked to people to design the face-to-face program and talking to those approximately 25 participants in Panama, it seems like there was a lot of interest around, you know, how do we better influence, how do we better persuade in a way that's ethical, in a way that has integrity without being manipulative or trying to intimidate or feeling that way from the other side as well. And even using the term "other side," you know, you start to move into being positioned on things.

So what we've designed here for what we've allotted for two hours, but that really depends on your participation and how we go through the content, you know, for the Webinar, to really do a deep dive on the nature of how we influence others and then looking at negotiation as it applies to NCSG and all of this as it applies to the ICANN environment.

So I come from working with ICANN since about 2013 and I think this is - Panama was my seventh ICANN meeting. And really my role has been in teaching facilitation skills to the ICANN org and the leadership and facilitation with the ICANN community members with the leadership program and the chairing skills program that although that's hosted by the large community, we have membership from across - or participation from across the ICANN community each year that that's offered. We've offered that, I think, about five or six times at this point.

So, permeating all of the interactions that I've had with ICANN and requests that I've had with ICANN in terms of content, influence keeps bubbling up to the surface because it is an unusual environment and that you do have this bottom-up grassroots approach to decision-making and a very consensus-driven, multistakeholder model where influence in negotiation is a piece of what has to be done at all of the meetings and in the working groups, DSOs, DACs, and across the community in ICANN org as well. So I think it's a relevant topic and I think that you will as well.

So what we're going to cover today, and we move to the agenda page, and the agenda is down in the lower right-hand corner of your screen as well and it will be there until we replace it with a poll or a whiteboard. Before I get into exactly what the agenda is going to be, just a few notes on the Webinar itself.

We've tried to create a participatory and interactive Webinar here. And the way that we'll do that is we're using different tools. You know, we'll use some whiteboards. We'll have one coming up in just a second where you'll see a whiteboard that will go up in the upper left-hand corner of the screen. And for those of you that are not on a screen for this, I'll read out what people are reading or writing on the whiteboard, so you'll know what's going on there and you can just make a comment, too, if we're doing a whiteboard

exercise. And that's really just these two things. One is, so visually, you can see what people are thinking, especially those that are having trouble with audio, they can type a response, and then also we can capture that for later as we think about, you know, what else will be helpful for NCSG and what's on the members' minds, too. So whiteboard is one.

We also will do - I think in this Webinar we'll do one poll exercise where we'll take a look at various tools of influence and try to determine what's most relevant in the ICANN community setting.

So polls, whiteboards, and then just general discussion. So I'll ask some questions and hopefully we'll get some commentary back from you because that's going to help me make it more relevant to you by hearing what your needs and concerns are specific to the NCSG world and what's happening right now. All of you, when you signed up for the Webinar, received a scenario to read through and we'll visit that around the middle of the Webinar and thinking that, you know, we'll - so we'll break that down essentially and look at the needs and interests of all the parties involved in this scenario and start to look at how we would negotiate with the parties. So we'll get to that when we move through a bit more in the content.

So, back on the agenda. So in the overview, I wanted just to look at influence in negotiation in general and then take the dive into the psychology behind influence, foundations of influence, elements of influence to include, you know, influence skills, so the interpersonal skills that you need to be effective with this, your intentions when you're trying to influence someone or a group of people, your methods - not methods but your power sources, and I mean that in a positive way, not power over someone but more of what do you bring to the table that's making you more effective and then methods of influence, kind of thinking about that from either a one-on-one or from a group or a

system-wide standpoint of how do we influence in various, you know, environments and methods within the community and then looking at the tools of influence because there's - although I'd say that a lot of influence attempts end with some form of negotiation that there's other skills and methods or tools that you can use, too, depending on what other people are open to.

And then from there, we'll move into negotiation and think about different negotiation styles, the currencies that are used to negotiate, in which vary situationally, and then how do we work with concessions and what concessions make sense for NCSG and ICANN, especially when you're representing the voice of civil society, well, what can we conceive in some of these situations. I'd like to discuss that and then we will close it up from there.

So that's the agenda. Any questions on the agenda that come to mind for folks that are on the line?

Okay. Well, let's do the first whiteboard question then. So, Ozan, if you'll put up a whiteboard with the question of, so what would you like to get out of this Webinar? What are - what's on your mind that makes this interesting to you? So what would you like to get out of the Webinar?

And Ozan will change that question to the top - at the top there in just a second. This is the whiteboard that we used when we're testing. So think about what you'd like to get out of it. I'd love to see some commentary and also just feel free to make a comment, too.

And actually I guess I should explain how the whiteboard works. I'm sorry. So if you'll see on your screen there's a text icon on the left-hand side, if you click on the text icon and then you click on the screen anywhere, you can type

like "I'd like to know more about influence and different tools" is what I'm writing. And then as soon as I click somewhere else on the screen, that will come up. So click on the textbox right on the screen and then click on the screen and it will come up on the whiteboard.

So I see one comment of "how to move Path A" and I don't see anything past that. And again, I'll read these out as well.

"Actually move your idea forward without simply shouting loud which is always what civil society has to do in order to be at least heard." Thank you for that.

Also feel free to make a comment on the phone, too, however you're dialing in.

So in the Comment section, I see Cheryl is writing. So I'm interested in looking at the state-of-art in negotiation that are not borne out of sales and marketing world that - and then I see another comment, too. So knowing a bit about negotiation but like to know more about it in the ICANN context. Right? Specifics on negotiating with different stakeholder groups. Okay.

And then there's a word before the screen that "to get your points taken seriously when you come into the ICANN environment." Yes, that's a good one, too.

"To know how to influence when there is a diverse view during discussion." Diversity during the discussion. Okay.

"How to get your points taken seriously," okay, I've already read that one. "Specifics of negotiating with different stakeholder groups to know," okay. The whiteboard just went away.

There we go.

Okay. Well, it's a good start. Let's keep moving.

Let's go in and let's - you know, we'll take a look at - so I would submit that when you think about influence, as I said before, most of influence attempts end with some form of negotiation. There is some exchange that takes place. So the underlying - and so if we say that negotiation is part of this larger umbrella of influence, you know, let's take a look at the fundamentals of influence, the psychology of influence and then the foundations of influence.

Robert Cialdini did a great book about probably 10, 15 years old now but it's been revised a couple of times in other printings. But essentially, this list of six things is what he came up with as the background on influence. So in general, it's good to know that, you know, all of us have certain influence tools and techniques that we are most open to. And they are also usually the ones that we've used the most, whether consciously or unconsciously. So bringing those tools forward, underlying them is this basic psychology that Cialdini came up with which were these things.

So first is reciprocation. So reciprocation essentially is a bit of negotiation write-off. So I give you something, you give me something, you know, something reciprocal in this arrangement, this relationship that we have. And you probably know people that, you know, they really enjoy negotiating, making deals, doing favors and calling in favors and they base their relationships on that. Not purely so but you know those that are, you know,

they like to talk about the deals they've made recently or things they bought and prices they've received and things like that. So that's the whole piece around reciprocation. You give me something, I give you something.

Commitment and consistency I would also call - I'll call it later. I'll call it modeling. It's essentially that, you know, showing that you have a commitment to something and not wavering on that commitment and then being consistent in your behavior as you interact with the stakeholders and those people that you're trying to influence or trying to hear that you're modeling this behavior, showing your commitment and showing how consistent you are which goes toward building trust and building a better relationship with those people as well because a lot of times, I know that this is an ongoing thing.

And to the person that had the comment about being a newcomer, you know, that's something to think about as you move into the ICANN environment and move into the meetings or the calls is how do I participate, you know, and one way to do that is to be consistent and show commitment. And I'll take that a step farther in the ICANN world, too, is to show consistency with your stakeholder group. So for NCSG, NCUC, NPOC is finding out what your voice is on a given issue. I think sometimes, and what I've heard from members of the stakeholder group, is that a lot of the shouting louder and louder just to be heard at least, as was said before, that sometimes that's not "with the same voice," you know, means. So you've got different views coming from NCSG on a given issue. And so the GNSO and the others that you're trying to influence within the larger stakeholder group are quite sure what united voice is.

And I think this goes back to consistency of, are we consistent in the view that we're expressing, are we sharing the same message points when we're

interacting with the people that we're trying to influence and that's the piece of what I would call, you know, preparing for influence by being strategic with each other. So for example, in the Barcelona meeting coming up in a few weeks, as you meet in, you know, as you meet initially before the meeting starts, I'd be a great discussion to have. So what are the issues that we're trying to work with here and what is it - what's our message, what is it that we're trying to do, what are we trying to influence and what's the - what are the message points that we need to include on any conversation that we're having.

The third item here is social proofs. And social proofs are essentially, for lack of a better term, let's just call it "peer pressure" and "best practices." So the social proofs are, you know, this is being done by other groups similar to us or similar to you when you're trying to influence. So if you're trying to influence a - in a privacy or intellectual property situation, what are some of the best practices that align with your point of view that are happening in intellectual property or in privacy or in underserved populations or other areas of civil society that you're trying to work in, you know. So how can you show that others, like the person you're trying to influence, also, in fact, you know, are doing something that are aligned with your point of view or the way that you're trying to influence them? I hope that makes sense. So there's that best practice piece.

And then also within the ICANN community, it could be other stakeholder groups that this is happening in the GAC, you know, this is happening at large. This is happening in, you know, other larger stakeholder groups at ICANN and, you know, can we call that a best practice? ccNSO, whatever it might be.

So that's, you know, social proofs. Other people are doing this. Therefore, we should do this, too. Some people are open to being influenced that way.

The fourth item down is kind of interesting is the psychology of liking. You know, everybody likes to be liked. I know that you could probably raise your hand and say, "Oh, wait a minute. I'm not sure if that's true." I know people that really don't - I don't think they want to be liked. But fundamentally, most people like to be liked. So this piece of liking, as Cialdini defines it, is really trying to influence someone in a way that it's not being misleading to them, you don't like this person, but just in a way that shows that's positive. It shows them in a positive light, you in a positive light. So it's a likable situation, if that translates.

The fifth piece here is authority. And authority comes in different forms. So, the one form that you don't really have in the ICANN community is role authority. You can't just tell someone to do something because you are in charge of them or you supervise them in some way. But in other, obviously, role, authority is one piece of it. But then there may also be expertise, experience, you know, just history, there's other pieces of authority, especially in the ICANN community, I think about regulation, I think about, you know, enforcing these sets of laws or rules that are coming, you know, that are in place in different countries, all of those are forms of authority that might be used to influence.

And then finally, scarcity, you know. So scarcity might be a matter of time. It could be a matter of money. It could be an opportunity cost. We don't work on this or we don't act on this right now. So this is going to go away if I don't act on this sometime soon. So I know that scarcity starts to work in the ICANN world, especially in the policy development process. When the time for written comments is starting to go, you know, go away and it's time now

for, you know, actually making the policy, so you have this time pressure that you may be able to leverage to influence others just given what it is. And you may do that in reverse way as well which is ignoring the timeline or the time pressure and letting that slide by, you know, if things are working in your favor. I know that sounds a bit manipulative but I know that that's what happens many times.

So on your side of things, if you're being influenced by others, that's something to watch for in ICANN is what are the timelines here. And if you're new to ICANN, you know, the policy development process is a really interesting, long, multifaceted, very, if I can use the term, "witty" or just, you know, there's a lot of moving parts in policy development. So it's really having the patience to work with the process but knowing what all those moving parts are as well.

And what I would add to that is that I think that, you know, policy development process is - you know, can be manipulated by parties as well and you've probably all experienced that. I've heard sometimes the expression of consensus by exhaustion, you know, that someone will just continue to cite a point or bring it back, you know, that it's almost what we would call in the United States a filibuster in the government where they just keep talking until everybody is worn out and concedes to their point of view. And there's no magic bullet on working with that. So - but it all comes down to scarcity and how the policy development process is rolling along but getting to know that is important.

And something else to think about, there's actually a small, I guess, announcement, and Benedetta can probably tell us more about this, is there is going to be a Webinar on the policy development process. And actually I'll

ask that question, Benedetta. Is that scheduled before the Barcelona meeting or is that scheduled after?

Benedetta Rossi: Thank you, David. I was on - it's actually running the Webinar for - on the updates on the Policy Update Webinar. So I think I'll turn it over to Ozan on that. Thank you.

Ozan Sahin: Thank you, Benedetta and David. This is Ozan speaking for the transcript.

So the policy open house this time will take place on Thursday next week on the 11th of October. We will be offering, two identical sessions at 10:00 UTC and 19:00 UTC. Thank you.

David Kolb: Excellent. Thank you both.

So I - and so that's an important Webinar to attend, especially if you're new to ICANN and you haven't been involved in a PDP in the past. And that will give you wonderful preparation for the Barcelona meeting, if you're going to attend that in some form.

You know, let's move to the foundations of influence. And so basically, in any influence situation, and I'll say an influence situation, influence scenario, but, you know, a big piece of influencing others and negotiating with others is thinking about it ahead of time. You know, many times, you know, people will just go in and have a general idea of what they want but haven't really spent a lot of time thinking about the other parties. And we're going to spend some time talking about preparation, the things you need to consider to influence effectively but there's some foundations that underlie, like the psychology of influence, which are these four things.

The first is integrity. You know, we're talking about influencing with integrity or what I would call ethical influence here. So this is going to dictate the level of trust in any given influence situation. People don't think if you've got integrity, if they don't think you're acting in an ethical way, then you lose credibility and you lose trust and you will definitely lose the ability to influence the other party because they don't trust what you're saying.

Interaction is that all parties are engaged and aware. So if you got multiple points of view, one of the comments about working in a diverse timeline or working in a diverse environment with lots of different views, part of your ability to influence would be trying to get all the parties engaged and aware of what's going on in this given interaction because if you ignore one of those points of view, they may come back around later in the process and you're farther along, then, you know, you might be in a position at that point where you won't be able to influence them as readily on whatever it is that you're trying to get done. So making sure that all parties are engaged and aware.

Consistency we talked a bit about in the psychology of influence but your behavior needs to be consistent with previous behaviors, that what they see is what they've experienced with you before, that it's not this, you know, they don't know what to expect when we deal with this person. Do you see a consistent model? Do you see a consistent behavior?

And then, finally, your intent because the intent is not just for you to win in the influence or in a negotiation situation but, you know, the clichéd expression of win-win or with multiple points of view, it might be win-win-win, you know, that it's the ultimate solution in any influence situation where all parties walk away feeling like they've benefited, like they've just been, you know, working toward something that's going to be helpful to them and the constituencies that they represent. So having that intent going in there,

you know, is - and what I'd add to that, too, is part of your intent is that you're also open to being influenced yourself.

So in a given influence situation, you know, you have your position, you have your point of view but also being open to having someone being able to influence you. And so that doesn't mean that you're giving up your position. That doesn't mean that you're, you know, going over to the dark side as it might be but it just means that you might be willing to concede some things that you're willing - you're open to being influenced, too. No one likes to deal with people that just give ultimatums or people that they know, you know, are just closed to hearing anything that they have to say. So if you're open to being influenced, there's a better chance that they'll be open to being influenced as well.

And if you have any questions, as I'm going through this, since I don't have you in front of me or, you know, just raise your hand and I'll be happy to take questions as we go. So we've got a lot of material to work through here. So just feel free to raise the hand and we'll go from there. And I'll ask you some questions, too.

So, let's move into influence elements. So basic skillsets. And we talked about this a bit on the last Webinar. We talked about it at the face-to-face program in Panama, if you are attending any of those. But it's essentially the skills of influence become the skills of being interpersonally effective. You know, can you listen well? Can you assert well? Can you handle conflict well? You know, so those three things. And the other thing I'd add is, can you handle resistance well, which is the predecessor to conflict in a lot of situations.

If you're going to influence, you're probably going to get pushed back and you'll probably get resistance. And being able to handle that in a way where you don't come across as just agitated or defensive or judgmental is going to go a long way toward being - toward being effective at influencing, you know, as things roll out, you know, in longer relationship because the basic goal of influence here is to build relationships. It's not just to get compliance but rather to try to get commitment to something.

So ability to balance listening and asserting, key skills. Asking really good questions and then active listening. And by active listening, just my - as I'm defining that here, I'm thinking about, you know, paraphrasing in a conversation to make sure that you're understanding, summarizing the conversation to make sure that both you and the other party are on the same page and especially in the ICANN environment where you have so many languages where, you know, the - what's being spoken may not be the mother tongue of both parties. So in summary, really becomes a good piece of active listening to make sure that we really have an understanding and that what I'm saying is translating and what you're saying is translating to me so that we're operating, you know, at the same place at the same time.

The elements of influence and we talked about intentions before. So really positive intent on your part and assumed positive intent for the other people. So a lot of times, we'll see bad behavior and we need to frame it initially as a one-off, you know, maybe they're just in a bad mood at this point if it's a one-on-one interaction, you know, but assuming that the intent is positive for the other person.

Now I'm going to pause on that, too, because I've seen he did ICANN discussions and ongoing ICANN conflicts that seemed insurmountable. And there's also, what I'd call, gosh, and you could probably all think of these

people, you know, there's a usual suspect, if I can frame it that way. There are those people that you know are going to be confrontational and they're going to be dissenting and it's like, you know, they've just made a decision to be negative or made a decision to be the dissenting opinion.

And there's really two types there. There's those that do that as that's just part of their nature and that's how they interact in the ICANN environment and probably in their lives in general. But there's also those that are paid to have that point of view. You know, my company, Verizon, VeriSign, intellectual property attorney, I'm just, you know, thinking of different GNSOs or of constituents, you know, "I'm paid to be here to represent my company's point of view. I can't really change that because it's my company's point of view." And by the way, if I can influence this policy in a way that's advantageous to my business, my company, you know, there may be something in it for me.

So, you know, you can't necessarily assume positive intent there but hoping that there's some remnant of being able to concede something will be great for both parties. But I totally get and understand that a piece of this puzzle is that people are paid to have a position by the companies that they represent. So I'm not trying to be, you know, "Well, this is just a real corporate view on influence." It is, you know, the models on influence are the same across the board but making it ICANN specific I think that we have to acknowledge that there is that kind of negotiation, that kind of influence taking place.

Second thing then is desired outcome is mutually beneficial. This goes back to the win-win piece that we discussed earlier. But essentially, you know, I'm trying to get my way and, you know, I'm hoping that you get something out of this, too, that will be beneficial to you, that that's part of my underlying intention here.

The third thing is important and this is part of the, you know, part of the populations that you represent in the underserved populations of the world is that no one is put at risk or diminished in some way as part of this influence. And so, essentially, that you're not diminishing the other party, insulting them in some way or making them seem less credible to other people just as a way to influence them. So no one is put at risk, you know, emotionally, mentally, et cetera, you know, or diminished in some way.

And then, finally, that there's no coercion, manipulation or intimidation, which I would say are all effective tools of influence and they work maybe once because they do get compliance but what you won't get from that is you won't get commitment and consistency from just trying to coerce or trying to manipulate. You know, if it's on you, you become that person that others see as consistently manipulative or coercive or intimidating because it goes back to one of those foundations of being consistent. So if you don't have that as part of your intention.

This brings us into the next piece of thinking about power, in - you know, what are you bringing to the situation. And this will be a whiteboard exercise for us as well. So I've listed out a few sources of power here. So authority we've talked about that before. You may have certain expertise, you know, in a given area. Most of you do because that's why you're volunteering to work with ICANN. You do have expertise in a given area that you want to share with others and it becomes a source of power for you. Also your presence. So both face-to-face and on the phone, how you come across and how you present yourself and just your level of confidence in a conversation.

One of the things we talked about on the consensus building Webinar was really finding your voice and being confident in terms of how you express or

how you assert your point of view without it being defensive or just loud. So there's a difference between loud and being confident. So presence becomes a source of power in my estimation.

Network, this fourth one, I think is really important in the ICANN community and especially to NCSG as a stakeholder group and that, you know, what's your network around the ICANN community, not those just those that you are dealing with for a given situation or a given policy development process, you know, but who do you know, you know, and getting - I won't say getting close to those that are more aligned with you but just getting to know some of the players that have been with ICANN for a long time, you know. I can see a few that are on, you know, on the call today that can give you a wonderful, you know, lesson in history of ICANN, you know, and how to work in the ICANN environment, how to manage, you know, this beast that we call ICANN.

So your network becomes important. And then along with that is this next piece of resource in it. And so within ICANN, within ICANN community, within ICANN board with those things that, you know, that, you know, the support staff that are working with the different stakeholder groups, these are knowledgeable people and these are great people to go to, to find out how to get things done, how to best go about, how to work with other people and that becomes part of your resourceful as a possible power source for you.

And then in the second column, just the level of insight you have. You know, sometimes, you know, the corporate world will call it synthesis, you know. And synthesis, I defined, as summary plus insight. So summary is simply this is what we've been discussing. But if you can add that one piece of insight to that summary as you bring all those pieces together, it's a good synthesis of

what's going on in a given interaction. So insight can become a source of power for you.

Integrity we talked about, reputation as well, and that came up in the chat I saw earlier, too, that you've a reputation for, you know, defending the - those that are, you know, underserved and those that are more vulnerable in the population, you know, that you - that's the reputation that you bring in to that given interaction and that can be a power source.

And then - and I'll take it down then to personal strength, you know, as you think about what are your - you know, what are you strong at and it could be asking questions, it could be assertions, it could be writing and communicating well, I mean, everybody - if there's a big movement on strength-based development, screen-based - strength-based leadership in the corporate world, in the private sector, as well as government sectors right now for the past probably seven years or so. But, you know, realizing what your personal strengths are also helps you know what you power is and especially if you're new to the ICANN community, you know, that knowing what your personal strengths and the personal power sources that you bring to a situation, then you'll know better what to leverage and better what to work with.

So my next - so my question here - and so the whiteboard question is, so what are the most important power sources for NCSG? You know, I'll say instead of, you know, "and ICANN" but "in ICANN." So what are the most important power sources for NCSG in ICANN? So again, if you click on the text icon and then type on the screen and then click anywhere on the screen, what you type will come up. And feel free to just comment as well.

Benedetta Rossi: David, this is Benedetta speaking. I just wanted to capture some of the items that were on the chat from some of the previous slides. We had a comment from Cheryl Langdon-Orr noting that "being intractable on a point of view is rarely a long-term winning influence strategy" in her experience. And (Zakir) noted that "it doesn't mean that language is an influence element, particularly at ICANN." And (unintelligible) also agreed with (Zakir).

And then for this slide, (Zakir) noted about what else - in terms of the whiteboard question and (Zakir) noted "I think language skill, again, is an important power source. Nonetheless, there's a considerable support of ICANN when it comes to language and translation support but still those who are not good with English find it difficult to express themselves and participate." Just a thought.

David Kolb: Thank you very much. I'm glad you brought that in. I was just getting ready to read that as well. And also let me know, given that I'm obviously speaking in English, if I'm going too fast or if I'm using any phrases that aren't translating. Just raise your hand, bring those up and I'm happy to elaborate or slow down as well.

So we have a few things coming up. So what are the most important power sources? Expertise and presence, yes, absolutely. The influence skills mentioned before give the power to influence. You know, some are synonymous for sure like things like, you know, expertise and authority and what have you.

Passion about the values we pursue. Absolutely. And I think that goes to consistency and commitment in a point of view. And also I'd say tempering the passion a bit and using it appropriately, so it doesn't just come across as a

loud voice but it comes across as a passionate voice. And there's definitely a difference which we probably experienced.

Integrity and positioning, I would say.

What else? What are the most important power sources? Lobbying, okay? And that goes toward networking and being resourceful, I think, or core power sources that go into lobbying efforts of knowing who to talk to, when to talk to them and what kinds of things they're dealing with.

Knowledgeable about the issues. Volunteering. Absolutely. And through volunteering, that you'll gain other power sources like network, like resourcefulness, like presence because you're gaining more confidence and reputation as well.

Interest of vast groups that NCSG represents. Yes. Good One.

(John More): This is (John More).

David Kolb: Hey, (John). I know you're just listening in. So I'm hoping…

(John More): Yes. I don't know why I couldn't get in Adobe Connect. I mean, I did get in but not into the meeting.

I've been a community organizer for a long time and I think I would add three that are actually kind of similar. One is that the - that you should be fully prepared and on point with your position and that is everyone should be agreed as to what it is, so you don't have different voices. I think that's important.

The other is a willingness to create some tension but be able to relax it. That is you go in meetings saying, "Here are things that are really important to us," and you listened, you still got to hold on to that but you allow for room and you allow for response.

And then the third thing I think, and it really depends on what the issue is, is actually having people who are impacted by what the policy is, what's happening, speaking, not just the experts in the policy maintenance but if you actually have someone who is adversely or positively affected, then have them also be at the meeting and speak. So, I'll leave that.

David Kolb: And I just added those three things as you were saying them to the whiteboard. So we captured those. That's great, (John). Thank you for that.

And then I saw something else, too, from Cheryl of, you know, one to be developed is this wider trust. Cheryl, what do you mean by "wider trust?" Can you tell us a little bit more about that?

I hear that Cheryl is on another call, too. So she might not be able to jump back in. So we'll circle back to that.

Okay. So other things that I've seen added are communication skills. Okay.

And what else here? I think we've read the others that are on - this is a great list. Yes. And this is - you know, these will be wonderful things, too, to share with newcomers as you're on-boarding new people to NCSG and thinking about, you know, what's important for them to know at their first meeting or in their first interactions.

Good. Okay. Let's keep moving then.

So the next thing is influence elements and message. And let me describe what I mean by these. So on an - so when you're influencing, you can influence in three different modes, if you will. There's individual influence. So it's one-on-one. It's one-on-two, you know. So I'm just trying to influence you. And that's, in some ways, easier because I'm just trying to read one person for this particular interaction and what they might be open to in terms of influence in this situation.

And, you know, the other piece is - and also what I have there, too, is remember what motivates people as well, you know. So, you know, some basic motivators are things like, you know, mastering a new skill, having people be able to behave their values or behave their purpose in some way and we'll talk about that a little bit later when we get into tools, you know, being able to work autonomously, so people feel a sense of independence and autonomy in the way that they're doing something and they're not just being pulled along by the group.

And then also just considering things like as simply encouraging someone. So there's different forms of influence I think that you'll experience as an NCSG member. You know, one might be I'm trying to influence someone in the GNSO or I'm trying to influence someone in like in our scenario in law enforcement about a privacy policy, you know, but also a way to influence within your own group is to be encouraging to others to speak up. And to (John's) point, if you're bringing people in that are actually impacted by this policy to tell their story is to be encouraging to them as a way to build their confidence so that they have a stronger voice when they do present that. So that's on the individual level.

On the group level, you know, think about what the best practices are. We talked about social proofs before and successes that have occurred that will serve as those social proofs. So I'm trying to not just influence this individual but I'm trying to influence a group. I'm trying to influence a point of view. So just knowing what your target audiences in that will be helpful in thinking about the best way to proceed.

And then I want to replace the word "organization" with "system-wide." And what I mean by that is when we think about, you know, the bullet point there has designing organizational elements that will reinforce the desired outcomes. And, you know, thinking about it from a business or an organizational standpoint, you can do things like work with evaluation processes or resources, rewards, sanctions, things like that but I want to think about it in the ICANN environment.

And in the ICANN environment, you know, a system-wide way to influence is some of the things that we've been talking about and you've been mentioning which is essentially thinking about other stakeholder groups that may be doing something similar in terms of policy, you know, if that's out there, or working groups that are working on the policy that you might go talk to individually or interact with to find out where they are or to find out how you can align on this. So, you know, so those are the pieces that I'll say are on this third method of a system-wide way to influence.

And I think a piece of that, when you think about individual group and system-wide, that's a good place to be strategic with your colleagues within NCSG and the other constituencies in that stakeholder group of really thinking about what is the message that we're trying to express, what is it that we're trying to influence in this interaction and knowing that we're all trying to influence the system to go toward the policy that we want.

I see that Cheryl weighed in a little bit on that piece that I asked about wider trust saying "So what I meant was that, you know, if your trust did not necessarily agreed with but understood at least, then you or the entity is better branded and has a greater power of influence." Okay. So wider trust, which I would equate to a piece of reputation as well, is a power source just to revisit that a little bit.

And I wanted to read a comment, too, that came out. So what I noticed in the ICANN environment is that we don't influence but we assert ideas and points of view without having remorse of others' views. So, yes. And if I can reframe that a little bit of just, you know, what I've seen and what I've experienced a bit with NCSG is that, you know, here's my point of view and I now hear another point of view comes in, so I just assert my point of view a little louder and a little harder this time. And then I'll do that again. Hopefully, I'm being heard. But hearing the other point of view is a great way to hear what your point of view is, too. And we'll talk about that a bit.

So those are the influence methods through here. So what I want to do as a piece of methods is years ago, I was asked by a client to try to put this under, you know, what's the umbrella, what's the model that we can use for influence and, you know, that's memorable to us, you know.

And so what I've put together was this DOASAP model since DOASAP is an acronym that we're all familiar with. That's due as soon as possible. We already know the acronym. But in this situation, we're redefining it a little bit differently and I wanted to provide what I would call an influence process as a way to prepare and also as a way to go forward then after your preparation.

So DOASAP has these three elements of - so the "DO" part is to define the desired outcome, what are you after, you know, in this situation. The "AS" is to ask and assess the stakeholders in this situation and the "AP" is to assert the power. So let's look at each one of these.

So starting with the "DO" piece. So define desired outcome. So as Stephen Covey would say in "Seven Habits of Highly Effective People" that's been around for years and years, begin with the end in mind is one of the habits is, you know, as you start with a goal or you start with a point of view, what is it that you want to end up with? What is it that you're trying to accomplish here? And then go with an 80% solution. I've heard the expression recently that I really like which is that perfection is the enemy of the good and that we could have a really good outcome here. It doesn't have to be perfect but it can be good. And so thinking about an 80-20, so what's the 80% solution? You don't have to have - and I think that the comment about having the point of view and not being heard is if you got - if you're 100% married to your point of view, then it's really hard to be open to hearing somebody else's point of view. So go with an 80%. Don't have it fully prepared. Don't have it that you're fully committed to this point of view. But what's 80%? You know, and then being open to collaboration, you know, just knowing that you're open to being influenced, you're open to collaborating with the other people.

And I know a lot of times for the NCSG community, for the NCSG stakeholder group, or is that redundant, is that you are open to collaboration and you're really in the position of trying to influence but being the small voice in the crowd, if you will, because you have, you know, large, you know, well-monied constituencies that are coming in, trying to do other things and they've got better support and they've got more power. So even though you're open to collaboration, the question becomes, how do you get them to be open to collaboration? You know, but, you know, if you're - as Cheryl

said before, you know, just being, you know, a broken record for over and over is not a good long-term influence strategy, you know, and they realize that as well.

So there probably is some openness there but it may be that you have to take it from a group level to an individual level or to a working group level to find out what that openness might be in a given situation. So that's the "DO" part of due ASAP.

The "AS" part of ask and assess stakeholders is to do a stakeholder assessment, listen actively and ask great questions. We've talked about listening actively and asking great questions before. But let's take a look at this how do we assess the stakeholders. So stakeholders you're going to have different levels of influence and different levels of responsibility for the outcome. So as you think about whether it's a PDP or some other issue that you're trying to influence on is really, where do people fall? And this is a great exercise to sit down and do with your colleagues, you know, for - if you're trying to influence around the same thing is starting out with if someone has low influence and low responsibility to keep them informed, you know, they may - in their network, they may know people that have high influence and high responsibility that will engage with you but, you know, for the low influence, low responsibility, inform them.

And then for the high influence, low responsibility, you can accommodate. They've got high influence but they've got low responsibility, you know, so - for the outcome. So it may be that you accommodate them in some way. So they may have influence over the work that you're trying to do but they're not directly responsible for the outcome. So, you know, keep them on your side and provide them with what they need which might be information, it might

be connection to somebody else, you know, what the currency might be but just accommodate.

High responsibility, low influence, you know, keep them, you know, on tighter communication. It's not just informing them but they have a high responsibility for the outcomes. So although the influence is low, you know, they may be responsible for when it gets to the execution stage, you know, to be really involved in that piece of it. So, you know, there should be a two-way communication with them, so that you still have the opportunity to collaborate throughout the process. So keep them close in terms of communication.

And then finally, high-high, high responsibility and high influence. Really engage them, you know, keep them in close contact, you know, these are the primary stakeholders in the process, you know. And they can be your champions. So whether that's you supporting other NCSG members that are the face, you know, that's, you know, presenting this point of view, this issue we're trying to influence, you know, or if it's working with the GNSO group and, you know, finding out who are the primary voices of the other points of view of really trying to engage with them and not just trying to work around them but keeping them in the loop in some way and really finding out where they are coming from, so you can learn more about as we get into negotiation, you know, what kinds of concessions they're willing to make, what kinds of currency they're working with, those things. So that's what I mean by assess stakeholders.

And what you can do is actually - I know that Ozan will make this slide deck available to you after the Webinar is you can take this slide - and, Ozan, if you send it out as a PowerPoint presentation, you can take this slide and just take

off all the text that I have on the squares and use this as a matrix to fill out, thinking about who are the stakeholders in a given influence situation.

The final thing then of assert with power, you know, is really, you know, to be clear, concise, compelling in how you express yourself. We talked about this in our face-to-face. We talked about it in consensus as well. But I just can't emphasize it enough that, you know, many times, you know, you'll see it two ways. So one is someone may have a, I don't know, may have a huge diatribe on text. It's a three-page e-mail. It's a three-page comment. And essentially, it comes down to three bullet points.

So why not just give the three bullet points and some back story as to what's important here versus three pages? More people are going to read that. The message is going to extend much farther. But if it's too wordy, you know, then it's not clear and it's not concise. And that makes it less compelling. So you can have that in a written form. And then you can also have that, obviously, in a verbal form where someone gets the microphone, you know, in a given - I've seen it happen in ICANN meetings and they just take the microphone and they go on and on and on. And again, it comes down to really three salient points that they have for that discussion.

So think about what it is you want to say and that's where you use your power, you know. Just be assertive by being clear, concise, compelling. Be courageous. Don't be afraid to speak up, you know. And the other - and then encourage others to speak up as well. It's great to go into a meeting or onto a call and knowing that, you know, this person wants to say this and that person wants to say that from your own constituency and encouraging them to do so, whether that's in an offline chat, you know, or if that's, you know, just in the meeting itself of, you know, sending a note to them or sending a message to them. But, you know, being encouraging for others to be courageous.

And we talked about knowing your power. So this DOASAP, you know, so knowing what your desired outcome is, assessing who the stakeholders are that are part of this process and asking good questions there, then allows you to assert with power your point of view and probably be heard, you know, in a better light as well.

So before I move on, are there any question so far that people would like to raise a hand on and throw in?

So far so good. Okay. And again, if you got question as we go through, feel free. Thank you.

Let move into influence tools. So I want to really drill down on the different tools of influence. And the analogy that I'll use with this is people are open to different ways of being influenced and it's not necessarily the way that you are best at. So the best way to influence someone is to use the tool on them that they are most open to. Well, that begs the question of, how do you know what they're open to? Well, that's where taking a position as a listener and a learner is important in any influence situation. That's when asking good questions and trying to find out what their - you know, what is it that's confusing them, what's their point of view, what kinds of questions are they asking, they're going to give you clues and they'll actually tell you what they're open to.

And what we're going to do in the next few minutes is we're going to drill down in each of these areas of inquiring, telling, proving, inspiring, and negotiating and some of them have subsets, like proving has three different subsets that we'll look at, and look at, you know, what is this method of

influence and then what are the - what kinds of clues might I look for to know that the other party might be open to them.

And I think this is what's helpful for the NCSG environment is that knowing that there's different forms of influence out there and knowing that you have kind of a default form, everybody's got a default of, you know, this is the one that I use the most and that's where it comes in that it's, you know, speaking loud but not necessarily speaking different.

I always like to use the story of the typical American in a non-English-speaking country and they walk up to someone from that country and they say, you know, "Where's the beach?" and the person looks at them with a blank stare and says "No comprende" or "Nicht verstehe" or whatever the "I don't understand" might be. And so the typical American in that situation, of course, goes to the next step which is to speak louder and slower because, obviously, if I speak louder and slower, you're going to understand English at some point. So they say "Where is the beach?" And now the person looks back but still a bit confounded and doesn't really know what to say or what to do. And finally, you know, the typical American in a non-English-speaking country will now throw in a funny accent. And if you can picture the gestures, so they start to make a swimming gesture over their head and they say loud and slow "Where is el bicho?"

So point of that is - and, of course, they still don't understand English but the point of that story is they use the same tool and they just kind of use it larger each time. And with influence, you know, if your tool is proving with logic and someone's not open to hearing logic on a given situation, if you just say it louder and slower, it doesn't make them any more open to it. The way that we understand that is that we feel like we're not being listened to and we're not

being heard but that may not just be the best way to talk to or interact with that person in that given situation.

So let's look at each of these tools and we'll drill down on them and have an understanding and then we'll move into our scenario and take a look at that. So I'd say that influence tools are advanced forms of listening and asserting. So if I go back here, this first one, inquiring, is the listening tool that we'll talk about and the rest of these are really powerful forms of asserting, telling, proving, inspiring and negotiate.

So inquiring is essentially listening actively. So you're summarizing. The other thing that you're doing is you're suspending your agenda. So you're releasing it momentarily. It doesn't mean that you're giving it up and it doesn't mean you're suddenly taking on the other person's side on something. It just means that you're willing to be - you're open to hearing what the other party has to say and especially in real situational or confrontational issues, this is super important. And they may be more open to hearing you if you're open to hearing then. It goes back to that psychology of reciprocity.

Explore the topic fully. So inquiring is really trying to delve in and ask questions about learning more about their point of view and asking them to say more about that and so you can then create a mutual commitment and understanding. So it's - and then ask, you know, what if, how and why questions to get deeper into that. What questions just get you information? What-if questions get the other party to start to think differently about the situation or about the issue. For example, if, you know, if it's, well, we don't have funding to do that or we don't have the time to do that, well, what if you did have the funding, what if you did have the time, you know. So those are questions that help them change how they're thinking about the topic as part of your conversation. How would you go about implementing that policy?

How would that policy impact this underserved population? How would this - you know, asking those questions, again, it gets them to shift their thinking and not just provide more information in the same way that they're thinking about it.

And then finally, why questions start to go to the causal, you know, why do you think it's that way? And then, you know, so how did you get to that point of view? Those are things that go toward inquiring as a way to influence because when you're getting people to think differently about something, you're changing the way their brain chemistry works in that given moment. So it's not just the certainties. It's really trying to think and they're answering questions but you're also asking them to think in a different way about it.

Now avoid, you know, tricky questions or avoid questions that might be construed as entrapment questions. It's like, have you stopped stealing money from your company? Well, yes. Wait, no. Wait, you know, I can't answer because that's not going to help the trust much. So, you know, be careful with tricky questions like that.

So how do you know if someone is open to inquiring? Well, they're going to give you clues. So they might ask questions themselves, like, so "What do you think?" might be a question. Or, you know, I don't think you're hearing my point of view which basically says "Hey, I have a point of view. I have something to say here. And I want you to ask me more questions about this." "I have a position on this." Or "I've seen this tried before." "I have experience on this." "I've been around ICANN for a long time." When you hear statements and questions like that, what that person is saying on some level is "Hey, ask me questions because I would love to share my point of view and I'd love to share my opinion with you," and that means that I'm open to inquiring as a way to be influenced and that's where you can start to

ask those other questions that help shift their thinking on that topic as we've talked about. So that's inquiring as a way to think about, listening as an advanced skill to influence.

Let's move into some of these advanced skills of asserting. So telling, we've kind of talked about this in a bit. So you want to use this in a situation that might require urgent action. A person is very busy. There's little room for negotiation. There is trust and credibility established because the telling it's hard to step back from it when you just told someone "This is what they need to do." It's hard to then move to inquiring or something else because you've said "Here it is," you know. So you state the request in a clear and concise manner. Be polite but direct in statements as is culturally appropriate. I want to add that in to make sure that you're being culturally sensitive to the other people you're talking to. Be confident. Persist, don't waver. You know, you dug in on this. If you feel that you need to advocate this by using telling and, you know, use strong nonverbal. So if you're face-to-face, you know, use appropriate gestures that match what you're saying. So you come across as confident and as, you know, strong in the way that you're trying to communicate.

How do you know someone is open to telling? Clues might be so they ask that question that they're trying to get you to be more concise, you know. So what exactly do you need? Tell me what you want me to do. I only have a minute, what's the big idea? What is it you're trying to get at? Those kinds of questions, if they're coming to - at you or if it's a statement like that, there's two messages here. One is, I'm open to telling as a way for you to influence me right now in this situation. The second thing is, you might be going on in a rambling a bit too much and I really want you to be concise because I'm not understanding what your message is. So give it to me in

bullet points. Give it to me in a short message. That's what we mean by telling as an influence. So inquiring and telling.

Something to keep in mind, as we move through these two, is as you look at this list is which - the question that I would ask is, which one or two of these would you say that you most resonate with? And you can probably identify the primary influence tools that you use, I mean, because it's not rocket science, you know, and we all do all of these things but we have a preference toward certain methods of influence or certain tools here.

So moving into the proving category. In the proving category, we've got - really we've got two that we'll look at here. Or actually three. So one is logic. So use this when people are logical on their approach. Use data. Use facts, you know. So use the logic that's similar to how the other person is using logic. So how you would logically present something may not be the same way that they would. So use their logic with, you know, on them when you're trying to influence them. Be confident and be prepared. Say why. Provide evidence as to, you know, that supports your logic and show cause and effect. This happened and then this is the effect that it had. You know, that happened and that's the effect that it had.

How do you know someone is open to logic? They'll give you clues. So why should I do this? That's a great logic question. It's basically "Give me an explanation as to why I should do this." Tell me how you got to your position. To me, that this, you know, it's the third thing of describing your thinking. Walk me through the numbers. When people are asking you things like that, they want to see what your thinking is. They want to see what your logic is which shows that they might be open to proving with logic.

Another form of proving that we've already talked about today is with authority. So I'm - the way that I'm offering this is a proof to you is that I have authority in this in some way. So being familiar with the forms of authority, especially in the ICANN environment, is super important, if someone is open to this. You know, who's behind you? You know, who's behind this, maybe a question you get as a clue. What have we done in the past? What is our policy on this currently? All those things are questions saying "Hey, this is a proof of authority." You know, I trust what the regulation is, what the rule is, what the policy is. You know, that's where I'm going. That's what I'm looking for. So that's proving with authority.

And then within ICANN, you know, I'd say that you'll probably see this one, you know, see proving with logic a lot, you know, based on the interactions that I've had in the world in which these people are working which you're working. And so the values that they're coming in with - well, actual we'll talk about values in just a second, you know, is more along the lines of being logical in your approach because they're dealing with regulations, they're dealing with law, they're dealing with that kind of government policy, things like that.

Third piece of proving then is social proofs and best practices. So use this when people like to work in teams. They enjoy talking, you know, on additional work in order to be part of groups or they need to influence a group that's resistant to change, yet takes notice of other people's successes. So that's the social proofs, you know, piece of it and also the best practices. So be familiar with best practice in the area of influence. So if it's in, I don't know, privacy, if it's in intellectual property, you know, if those two primaries that always come to mind with your stakeholder group, you know, what's the best practice in terms of what's worked before, trying to influence some of the

stakeholders that are working on the new policies around these kinds of issues.

Know what other groups have done that have been successful. We talked about that a bit. And then also hear some of the clues that you might have. If someone is open to proving with social proofs, they'll ask questions like, who else will be involved in this, what are some of the best practices, what of other offices, what of other stakeholder groups, what of other working groups, what of the - what the board has to say, you know, those kinds of questions tell me about best practice and social proofs and has that been done before. So I want to know what the history is and who's done that. So that would tell you if someone is open to social proofs.

So let me move into a tool of inspiring. And again, there's some subcategories of this, too, that I'll describe. So one is values. And I think values is super important in the NCSG community. On the last Webinar, we talked a bit about, you know, the basic NCSG values. And I don't have those readily at hand. If somebody has those, we can bring those in. But knowing, you know, that in my stakeholder group, this is the values that we have, that we want the Internet to be fair and open like - as a general ICANN value. And that's a value that we can appeal to across the ICANN community, that everybody wants it to be a free open space but they have their nuances, you know, like in the law enforcement scenario that we'll discuss, its nuance and that, well, yes but I also want access to a lot of information that maybe should remain private. So - but there's a general value that you might be able to appeal to that's workable across the whole ICANN community and then thinking about NCSG and GNSO values, you know, what are those to be teased out? So where's the alignment that we have in this particular process?

So in those stakeholder group values and what they mean, be familiar with what people believe in and help them behave in ways that enact those beliefs. Having someone behave their values is a wonderful thing to do for someone. You don't have to share those values. You don't have - I mean, you might disagree with the value. And if it's something that you, you know, can't abide at all or totally discrete with and then don't do that. But if you can get someone to be aligned with what they feel is their purpose or their value set, that's a great feeling when we feel like we're aligned with the values that we believe in. So inspiring people by appealing to their value is an incredibly powerful influence tool.

So the clues that you might get are things like, so what does this have to do with this particular value? What does this have to do with keeping the Internet, you know, free and open? You know, how will this align with our goals? How do we know this is the right thing to do? GNSO values imply X. Is this aligned with NCSG values? I mean, those kinds of things, you know, those questions coming at you would be really interesting to say "So let's talk about that value set. Let's talk about the thing that you just brought up and how this, you know, might be the right thing for you to do."

Next is so something we talked about with consensus building is also the kind of the subset on values is values is the core of a position. So from the - if we start to break it down from a position, it goes into individual issues. It goes into interest. And then based on that, you know, at the bottom of that is values.

So, Olga, thank you for that in the chat. I want to read this out. So Olga was saying the values of NCSG are privacy, public interest, so FOE. I don't know that acronym. If you can spell that out, that'll be great. Diversity of perspectives, human and digital rights, consumer protection, you know, and

that value set can't be negotiated. Totally get that. But the value set which is a base of these interests, these issues and these positions. So those are things that, especially with the other party and yourself, those things may be able to - we're not negotiating values but we may be negotiating issues and positions. And that's in the previous Webinar. It's just freedom of expression. Thank you for that, Olga. So that's the FOE.

So those, you know, so knowing that those are the NCSG values that you enter with and that's probably why you joined this stakeholder group is great to know. And if you're trying to influence someone within NCSG, those are values that they probably hold. But knowing the values of the other person or the other group holds (unintelligible), great way to influence, if they're open to it. And I always use that caveat.

Another thing on inspiring is just encouragement. I talked about this a little bit earlier, especially internal to your group is encouraging people to talk, encouraging people to do things. It's a way to influence them. Sometimes it's that simple. I haven't spoken in a meeting before. I don't quite know how to do that, you know. So doing a walkthrough of how to tell your story the best way in the meeting is a great way to influence someone to speak up in a meeting, for example.

So use this when people sound unsure of themselves, express anxiety about doing something or question their abilities. So, you know, build trust in common ground, obviously. And then, you know, be empathetic to the feelings and the emotions that they're experiencing. If they're feeling insecure about this thing, be aware when people are unsure of themselves, be familiar with others' capabilities and experience.

And there's a difference to - and I think in what I've experienced in ICANN and with NCSG a bit as well is with language differences, as we're talking about before that it doesn't mean that they're unsure of their point of view, it's just that their speaking skills if it's in English and that's not their first language, you know, they may be unsure of that as a way to express their point of view. So being encouraging and maybe doing a walkthrough with them, you know, would be helpful.

Clues if I need encouragement, these are pretty straightforward, I think. I'm not sure if I can do this. It feels like a real stretch. It's in my - you know, I'd like to do this as part of my development but I've really been avoiding it. You know, am I the right person for this? When you get those kinds of questions, that's where it may be about encouragement. They don't need logic. They don't need an explanation. They don't need to be told. They just need to be encouraged.

Finally, under inspiring -- and this goes with commitment and consistency -- is modeling. And, you know, when Cheryl said that, you know, just being dug-in, you know, that our point of view isn't a great long-term strategy. We model good and bad all the time. You know, I used the expression that you are a dinner good conversation, of those that you're trying to influence. They will talk about you. If you're in a situation where you have people that work with you or work for you, you know, you become a conversation at their dinner table. I guarantee that if you're speaking up in meetings a lot and you're the voice of a certain position within ICANN that you are dinner good conversation, you know, in that stakeholder group that you're trying to influence.

So what's the model that you're trying to present and what is it that you want them to be saying at that table? You know, so be aware of your impact. Be

aware of how you come across to others. Ask for feedback, you know, just so you're aware of your blind spots that you might have that you don't know about, unless you get some feedback on that. And then be consistent in how you behave with other people. So again, you're not unpredictable that essentially you're consistent and you're committed to your beliefs and your values.

Then finally, and this will move us into our negotiating piece on this, is negotiation as an influence tool, you know, on the - in the one-on-one situations. So use this when you sense other people's willingness to compromise or there's lots of obstacles and a created out-of-the-box answer might be needed. You're looking for a win-win. You're looking for follow-through on this. So you want commitment, not just compliance. And use this in addition to other tactics. A negotiation by itself usually occurs toward the end of an influence situation and, you know, there's some form of exchange that takes place. But it's usually used in conjunction with other tactics that occur as - especially as part of a larger negotiation.

How do we know if someone's open to negotiation? You know, you may get questions like this list: you know, how can we find a way to make this work for both of us; how will my team benefit; how will my working group benefit; how will NCSG benefit; what do you see is the win-win; I want to help you, but I need help figuring out how to make time for that. You know, so it's - there's something that they want and something that you may have. And we're going to go deeper into that as we start to move into negotiation here.

So let's take a poll as we look at those tools. This will be used, the polling tool. And Ozan will put that up now. So, you know, basically, you vote for so which of the negotiation tools or influence tools do you use the most? So looking at inquiring, telling, proving with logic, proving with authority,

proving with social proofs, inspiring with values, inspiring with encouragement, negotiation, which of those tools do you most use yourself?

I'll give you a few minutes to weigh in on that. We've got 17 people. Let's see if we can get at least, I don't know, 12 or 13 responses because I know that some will probably - or it's problematic on the - getting into the screen.

Cheryl Langdon-Orr: And, David, Cheryl here. Hopefully my microphone is working now.

David Kolb: It is.

Cheryl Langdon-Orr: Just making a point in answering this - I'm specifically answering it in the context of my normal role in ICANN. And I think that makes a difference because that's really a toolkit of things you've listed there and it's kind of (unintelligible) to recognize that we're talking about our work within ICANN. And my work within ICANN might be very different to some of the others on this call, but some of those roles also have limitations. When you're, for example, chairing a group, your neutrality is extremely important. When you're...

((Crosstalk))

Cheryl Langdon-Orr: …representing a group, it's very…

David Kolb: Good. Good point. And that's a great way to frame this. So in your role in ICANN, you know, which of these influence tools do you use the most?

It looks like we have about 11 that have weighed in so far. So it looks like, just in looking at this, so I've seen - so 36% for Inquiring, so four people out of the 11 that have weighed in - so five people now, 41%. Oh, we're tied now

with proving with logic. We're no longer tied. It just went back at 36%. Someone is messing with me.

So it looks like proving with logic is - I won't say it's our winner, but it definitely has people weighing here with that. So - and as I said…

((Crosstalk))

(John Moore): This is (John).

David Kolb: I'm sorry? Yes, (John), go ahead.

(John Moore): This is (John Moore). Since I can't put in, I would say that proving with values, at least in the areas I've been in also in ISOC stuff have also been a very important one. So I'd put in proving with values.

David Kolb: I would say that as well. And we don't have as many responding with that one. This is the one that you're using. And here's an important point. So you may use in terms of, you know, what's most - you know, you may use proving with logic, for example, a lot. But knowing that, you know, inspiring with values is one that you see a lot, then maybe it's time to learn a new tool.

Back to my story of the typical American in a non-English-speaking country, you - if you're going to go South America, if you're going to go to Spain, you might want to learn some Spanish to ask about where the beach is. And, you know, you learn some of the phrases, learn about that language - learn that language a bit more if you want to be more influential in that culture. And I think it really applies well to this influence piece that we're talking about, is if I'm dug in with proving with logic, if I just go louder and slower, it doesn't mean it's going to work on a person that's really values-driven.

And I think that this is a fundamental piece for NCSG, and I know I keep using GNSO because I think that the larger group that you're interacting with is that you've got a group that is more logic driven in their stance and their positions and you're coming from a place as the voice of civil society of being more values driven. So it may be that you're coming from this place of passion, in this place of values, you know, but you're moving into this place of logic and this place of business of, you know, what they're trying to do, you know.

So, you know, so you just need to be aware and being able to - you know, as it just came out from the chat, too, being able to flex. And that's the whole key to these influence tools, is being able to adapt your style in a way that - to what the other person is open to. Because if you've got a default style of one or two, so in our poll, you know, proving with logic has come up at 45% and Inquiring has come at 36%, you know, if that's - those are your primaries, you know. If you're listening for clues from the other person, it's being able to hear the clue and then change to that style of influence.

And essentially what we've done is we've just taken basic human behavior and we've created a model around it and broken it down into the ways people are influenced by others and the ways that you influence others. So adaptability is just a key to being interpersonally effective and influencing in the way that we're talking about it is an advanced skill of interpersonal effectiveness, you know, whether that's with an individual or group or system-wide.

But we want to get further into negotiation. And I believe our scenario is coming up. Oh I love this. Great.

So if you - I'm going to give you a minute or two to read through this scenario, if you haven't already, just to re-familiarize yourself with it. For those that may be just on audio, I will read it aloud as well just so we're all in the same page. And then I'll ask the question at the bottom.

So at NCSG, we want to stop trademark overreach in domain name policy. Trademark lawyers always want easier access to domain name registrant's personal data. We also don't want ICANN to be the content regulator while the IP group does want that, the Intellectual Property Group.

With these two things in mind, you have joined the group to write policy to address these concerns. You're in a PDP. You want to show that WHOIS personal data gets used for legal actions and also the prosecution of innocent people in undemocratic countries. You're meeting with - and here's the key right here, so you're meeting with law enforcement community members to discuss how the document can be worded to address your concerns. You believe that law enforcement needs legitimate reasons to access the personal data and you have concerns regarding blanket access of law enforcement globally.

So, the question is how did you go about trying to influence the law enforcement community members? And this is an open discussion question. So, raise your hand if you've got a comment on that. But how - based on what we've talked about and knowing, you know, you don't have an individual in front of you, but thinking about law enforcement, if you're going to stereotype a bit about these community members that you may or may not have interacted with, what are some ways that you may influence law enforcement community members?

I see a hand. Cheryl?

Cheryl Langdon-Orr: Thanks, David. I thought I might break the ice for you.

(Unintelligible) a moment when I'm only on one ICANN, I saw the advantage. One of the things I think key that's really useful tool is to go in, recognizing that the law enforcement community you're interacting with comes from a very specific set of skill - sorry, set of experiences. They've also then selected a certain type of style and skill set. And so this is one of those times where establishing you understand their perspectives is a very powerful influencing tool. (Unintelligible) that they're about as popular as (unintelligible) in most communities and, you know, (unintelligible) have the highest of all suicide rates of all the career choices. So, you know, law enforcements, right up there.

So one of those establishing we understand your needs, but can you understand our fears and, indeed, they're not hypothetical concerns, but here are some real-world examples of what we don't want to have happened and here are some best practices and socially acceptable norms from where I certainly come from in Australia of how the necessity to have legitimate reason still works to give you what you want but acts as a gate when we talk then about jurisdiction on who will get access to it.

That's off the top of my head.

David Kolb: Great. Thank you.

Other thoughts? How would you go about trying to influence the law enforcement community members?

(John More): This is (John More).

David Kolb: Hey, (John).

(John More):   So I totally agree that the first step with law enforcement because they often feel that they're on the other side of the room and there's always - their life is difficult and they just want to have the tools. So I think it's very important to show that you understand fully the tool.

The other is what I've seen is a commitment to work with them. So you express the fears, but you - it's a real commitment to work with them to provide a solution.

David Kolb: Great. So the next slide that I'm going to show - and there's no right or wrong answer to this, obviously. And, Cheryl and (John), your points are well made. I was trying to break this down as also a way to move us into influence a bit more, too. So what I gathered from the scenario as I read through it is that essentially, NCSG, the wants and issues for NCSG are to stop trademark overreach in domain name policy; don't want ICANN to be the content regulator while the IP group does want that; wants to show that WHOIS personal data gets used for legal actions, but also it involves innocent people sometimes in undemocratic countries; and believe that law enforcement needs legitimate reasons to access personal data and blanket access could be a problem.

And then when I looked at the other parties, so trademark lawyers, you know, they want easier access to domain name registrant's personal data. And law enforcement wants access to information in performance of their duties.

So thinking about this scenario and a bit beyond it, let's do a whiteboard exercise. So the question is, so what else should be on this list for the other

parties? I think we've got a good list for NCSG, but what would you add for trademark lawyers or for law enforcement as their wants and issues based on what you read in this scenario?

And I'll move this slide back to the scenario - well, actually, there's no other wants and issues that are expressed in this scenario. But knowing what you know about trademark lawyers and law enforcement, thinking about this scenario, you know, what else would you add to this?

So again, click on the text icon. Type it on the screen. Click on the screen and your response will come up. If it's pertaining to trademark lawyers, just do "TL." And if it's law enforcement, do "LE" so we know who you're referring to. And then I'll move this back into this scenario if that's helpful.

So I'll give you a few minutes to come up with some thoughts on that.

So what you're after is wants and issues for these other constituents.

The one comment that's come up, so cost of access to the information in terms of dollars and time. And this would be for both groups, for trademark lawyers and for law enforcement. Thanks for that.

For law enforcement to be able to promptly react to violations without filing additional request for data disclosure. Great.

We'll see if we can get a few more. And sometimes when we start thinking about - and I'll talk a little bit while you're still thinking about trademark lawyers and the law enforcement needs and issues, is as you start to list - when you go into a negotiation, as you start to list what are our issues, what are our needs, what are our positions, and then you start to list the other

parties, it's as you get deeper into the list is where you start to think differently about the other parties and you may come up with what we'll call elegant currencies and concessions and things that other parties can do. So many times, the top of head, the obvious need and the obvious position may not be where they can concede or change, but it's some of the underlying wants and needs that are in addition to that that might be areas of compromise for them.

And there's one coming up for trademark lawyers.

And for law enforcement to have better transparency. Okay.

Okay. So for sake of time, I'm going to move on.

So, Ozan, if you'll take that board down, I'll go back to our list here.

So, many times, when we go into a negotiation situation - and this is, you know, where we're drilling down at this point, is really going into the nuances of negotiation as it applies to ICANN. You know what your wants and issues are, you know, but really figuring out what the other party is after or the other points of view, so in this scenario we have three different points of view with trademark lawyers, with law enforcement and then NCSG. And making a thorough list of all three of those, especially the ones that you aren't is going to help you as you enter into negotiations.

When I first started talking with (Farzaneh) and others about, you know, negotiating with NCSG and, you know, and the groups that you're involved in PDP, you know, I was a little concerned of like, so what is it that - how can the voice of civil society be negotiated as we said earlier in the chat, you

know, of just that you can't - we can't negotiate or we can't compromise on our values. So that's definitely not where we're headed with this.

So we want to think about negotiation in this context and think about what, you know, what you can do in the context and constraints that you're working in within ICANN. So some basic questions that you need to answer are these: so how will you get to an outcome where all parties are satisfied with the result? Then how will you know what currencies to bring to the table? And we'll talk about currencies a bit more. And then what are you willing to compromise? And I think that's a huge question for NCSG, you know, what can you compromise to show some sort of good faith that you're willing to negotiate on this? And then what process will you use to ensure that you have covered everything?

So if I go back a slide to, you know, the ICANN or to NCSG wants and issues, let me ask that question. So what can you compromise and as NCSG, what kinds of concessions or compromises can you make in this kind of a scenario that might gain some traction toward your outcome?

I would open that as a question. And if anybody's got any comments, I'll give you a minute to think about.

I hear some typing going on.

So, something to think about - we only have about 15 minutes left, so I'm going to move on.

Something to think about is that question of what is it that we can concede. And I'll get to concessions in a second. We'll talk about it a little bit deeper and go from there.

So answering these questions is an important part of preparing for a negotiation. And then there's things to listen for. And we talked a little bit about this with the scenario of you got wants, needs, objectives and positions. So if you're in a negotiation, whether it's one-one-one or one-on-group or like a trademark lawyers, law enforcement and yourself if we use the scenario, so what are the expressed desires - desired or positions? You know, what are the needs, the underlying interests? What are the objectives? So what's to be accomplished for the business and/or personal? So for those that are coming, you know, from the GNSO with that business, the trademark lawyer, you know, so what is they're trying to get passed into policy that they can use in their cases, you know, would be an objective for them. And then finally, positions, you know, it's a way to accomplish the objectives by aligning. So they have a position on something. And you've got to listen for what these things are so you can figure out which things may be negotiable.

So I see that all of you had made a comment. So out of the options presented, maybe prosecution of innocent people as a reason, you might concede that that does or doesn't happen, you know, or that it happens but I'll - you know, if we can agree on this, I cannot compromise on that necessarily but I'll concede that is not an issue that I'm going to keep pushing and pushing.

I hope that's an accurate depiction of what you were sharing here, Olga.

So those are the things to listen for. Thank you.

And then currency, I mentioned this before. So there's types of currencies. So one of the things that you're trying to figure out as you prepare for a negotiation and within the ICANN setting I think this is super important is, you know, what are the prime currencies they're dealing with? So that's the

key component, you know, of an opening position. You know, usually it's money, it's time; you know, for PDP, you know, it's a way for it to - you know, we're trying to get it worded a certain way. Wording could be a currency. Actually, I just put that as an alternative currency, you know. So things that one party has that can meet the needs of the other party.

So it may be that if we word the document this way, for you, that doesn't - it's not a high-value piece. But for them, it's super important to have the wording this precise way. And that can be a currency that you could negotiate. Okay, so we'll word the statement this way if you'll - you know, what's the concession that they're going to offer, what's the currency that is valuable to you?

And then the third currency that I think is fascinating is the elegant currencies. It's things that are a high value to the receiver but low cost to the provider. And these may be out-of-the-box kind of things. I mean, for the Barcelona moving in a couple of weeks, an elegant currency for somebody might be finding that restaurant that's one of the top-rated in the world or getting a reservation, you know, that - so for a local, that might be an easy access thing, but it's an elegant currency for them and they may be willing to concede something. And I'm throwing that out as kind of something that's just way out there. But you just - I've seen strange things happen in negotiations before, you know, where it's like that's of value to you and I - it's not really a value to me but happy to provide that.

I remember with a client at one point - I live in the Southwestern United States and we were trying to negotiate out terms of an agreement. And, you know, I offered up not as part of the negotiation, but as kind of on the side, you know. They were going to do a travel trip to the American Southwest and I said, "Let me give you an itinerary. You know, let's talk about where you

want to go in Utah and Arizona and New Mexico." And, you know, I sent them an itinerary and they were willing to see my point of view so much better because of just that slight concession - well, not a concession but that gesture. And that to me was an elegant currency for them.

So currencies are important to consider, and part of your preparation for a negotiation are thinking about what currencies you're bringing to the table with NCSG or as the organizations you might represent and, you know, and what currencies they may be bringing to the table. And that takes you a little bit deeper into the negotiation process. And just peel some layers back from it as a way to frame it.

And then the second thing is, you know, concessions. So in any negotiation, hopefully both parties will make some concessions. And that doesn't necessarily - a concession is not necessarily a compromise. It just means that you're getting something, you know. So always get something in return. So if you make a concession, you know, then getting a concession from the other party is an important pattern to set up.

So look for elegant concessions, you know, grand gestures that are really helpful to the other party, but really don't necessarily compromise your position in a significant way. Agonize appropriately, right? So what I mean by this - and I'm not meaning you're acting, but it's a concession, you know. So let them know that you're making a concession here. This isn't an easy thing for you to do, but you're willing to do this to set up a better pattern with the other parties. So that's what I mean by agonize appropriately. This is something that's difficult. Even though you're ready and willing to make this concession, just you know, be appropriate in how - you know, it's challenging for you to do this.

User your settlement range as maneuvering room. So the settlement range, I didn't do a slide on settlement range because I don't think it's as applicable for ICANN. But essentially, you know, what are you willing to walk away with in this negotiation? It's sometimes called the BATNA and the WATNA, the Best Alternative to a Negotiated Agreement or the Worst Alternative to a Negotiated Agreement. So, between those two things is your settlement range. You know, what's going to make you walk away that you - if you don't get this, you just got to walk away from it? But then what's your ideal outcome? And that's kind of the range of the settlement that you're after.

And so you got some maneuvering room in there as to concessions that you can make because it's still within your range if you make these concessions.

Make the concession and move on. So going back to agonizing appropriately, don't belabor it too much. Just make the concession and keep going. And then watch your patterns. Don't do, like for every three of your concessions, you get one of their concessions. You know, just watch the patterns so that you get something - you know, if you give something that you also then get something from them. So those are the concession principles.

And then finally, you know, make positive exchanges. You know, use "if-then" language. If I give you this, then what will we get in return? If this happens, then what happens? If you're stuck, involve the other party. That might be great time to ask a question. You know, how do we get unstuck here? How do we get over this impact? Don't give all your currencies or resources to the other party. You know, it's a negotiation. You know, it's - you know, I don't want to call it a game, but to some extent, it's like a game, you know, that you're giving, you're bluffing, you're taking turns, you're - you know, so signal the expectation of reciprocity, you know. We talked

about that as a fundamental psychological principle of influence. There's some reciprocal thing attached to that.

And then finally, tie to the concession - tie the concession to an explicit need. So I'm giving you this, so I'm conceding this, and this, you know, this is really what I need - would like to see in return. So asking for what you need to ask for as part of the negotiation, too.

So that is all I have on influence and negotiation in the time period that we have. Usually, this is a one- or a two-day workshop. So I'm just trying to condense a lot of content here.

So we only have about six or seven minutes left in the call. So if you - any questions or comments at this point? And while - I see a hand. Cheryl?

Cheryl Langdon-Orr: It's better if I'm in another call. I'm quieter. Cheryl Langdon-Orr for the record.

David, one of the points on your last - hey, come on, you've worked with me before. The walking-away path, that that worries me just a little bit on two extremes. If we held values by a whole group, you know, never been seen and just not enough resonance, unless that group has a resiliency to stay, then any chance for influence is lost in an ICANN context.

David Kolb: Okay.

Cheryl Langdon-Orr: And so I guess, I'm a little alarmed about, you know, why because it's an easy out because this is often an emotionally taxing thing that we're asking volunteers to do. But on the other extreme, I've also worked with people, yes, including in the ICANN context. We've used the "walking away" as a tool.

David Kolb: Right.

Cheryl Langdon-Orr: And that actually also (deemed) as influence as well. It also opens an opportunity for, gee, people like me on the other side of the table to trigger those individuals to force them to work away - walk away and then I don't have to deal with that part of a negotiation.

So, it's danger there that I just picked up on, if not now, later on this call.

David Kolb: Yes, I think that's a good flag. And contextually, if I can reframe that a bit, too, you know, you may walk away from that particular interaction of the negotiation. You know, we're at an impact; you know, I need to remove myself in this for a period of time. So it might not be a permanent setup, but it is a walk-away from that particular piece, thinking about PDP as being such a convoluted and multifaceted process. Walking away could be metaphorical as well.

So I see a hand from…

((Crosstalk))

David Kolb: Okay. Go ahead.

(John More):   (John More). So…

David Kolb: Yes.

(John More):   …I would agree that at certain circumstances, it is very appropriate to walk away. Not that you're not committed to the continuation, but because…

David Kolb: Right.

(John More):   …the meeting is going nowhere and it's in fact actually can go downhill, so that - but you have to have your own side fully aware that that is a tactic that you may be called upon to do. Sometimes you withdraw a moment to discuss it. You take a break. That's another - you can have a short walk-away.

So, I do think it's a tool.

David Kolb: Absolutely. Okay. And I'm going to - sorry on the pronunciation of your name. So, (Akhan Rini)?

(Peter Taiwo):   Can you hear me?

David Kolb: We can't.

(Peter Taiwo):   Okay. (Peter) for the record.

So my question is how - because in the ICANN environments, we have a lot (stakeholders), and while you're interacting with them, how do you make concession with the (stakeholder) that doesn't understand concession?

So that's my question. Thank you.

David Kolb: That is a great question. And I wish that I had a wonderful elegant answer for you say of saying here's the tool. It's really - the thing that first comes to my mind, you know, is that if someone doesn't understand the principle of confession is that you shouldn't make concessions either. I mean, that's kind

of my defensive posture on that, is to really be careful that you're not making all the concessions with nothing coming from them.

Now that said, they may be in a position that essentially, you know, they can't make a concession because they're paid to be there, they're paid to have that position. And, you know, so I don't know the answer to that other than really being strategic with your colleagues as to what's possible in this particular scenario or in this setting, given the nonnegotiable positions that you have to work with or not to work with as the case may be.

I know that's probably not the answer you wanted to hear, but that's what comes to my mind.

So let me summarize since we're right at the top of the hour here. So essentially what we've covered in the Webinar is thinking about the psychology of influence, the foundations of influence and then different tools and methods that we use. And although we had a default of one or two that we like to use the most, a real key to being influential is to be adept at using a variety of those tools and getting used to more and being willing to flex, being willing to adapt within those different influence toolsets.

I would encourage you to, you know, try out some different influence techniques based on the clues that you're hearing from others. One way to start to learn more about influence is to, you know, watching movies, reading books. As you read dialogue and watch interaction, just thinking about it in terms of influence tools and how people are responding, you know, to or how people are asking questions and what influence tool does that really apply to, just a way to get more well-versed in what tools you're seeing and experiencing.

And then in negotiation, it's really thinking about, you know - and in both of these things, it's preparing, you know. But in negotiation, especially, is trying to figure out what are the currencies that are being used in a given negotiation from all parties, what are the concessions that can be made on your part and thinking about the concessions that could be made on their part as well, you know, and then answering those questions of negotiation in terms of, you know, what is that desired outcome, what is it that you want to walk away from, from this particular part of the meeting.

We're right at the top of the hour, but I'd love to take two more minutes and put up a quick whiteboard for just your key takeaways from the Webinar. You know, you're totally adept at using the whiteboard at this point. And so the key take - you know, what's the one thing that you'll take away from this that is useful to you with Barcelona coming up and beyond?

And you can say them as well. You don't have to write them on the whiteboard.

Here's one. Be flexible and open. Knowing what part of your position can sacrifice. Okay.

Be sure of what we can concede. Yes, absolutely.

Keep an eye on clues and signals coming from the other side. You bet.

And what I would add to that is then adapting your style to align with those clues and signals that you're getting.

Well, for sake of time, let me go ahead and close because I want to honor your commitment for the two hours that we've been on.

I see one more that came up. So a combination of tools like Inquiring, Negotiating Authority as required of being able to use a combination of tools. Great. Thanks for that.

So I really appreciate the time and the effort of just getting on the call, depending - and I know that we offer these at different time zones because we're all over the world.

I wish I was going to see you all in Barcelona, but I will not be at that meeting. I will be in Kobe in March doing a leadership program there from, I guess, Thursday through Sunday. So if you see me, come up and introduce yourself -- "I was on a Webinar." And it'd be great to put a face with a name.

So thanks for the time.

Ozan, anything else that you want to add as we close this down?

Ozan Sahin: No, thanks, David.

(Harry), can you please stop the recording and disconnect all lines?

Thank you for joining.

                                   END