

**ICANN**

**Moderator: Ozan Sahin  
October 5, 2018  
1:00 pm UTC**

Coordinator: Recording has started.

Ozan Sahin: Good morning, good afternoon, good evening. This is the NCSG, NCUC and NPOC Capacity Building Webinar on Influence and Negotiation held on the 5th of October 2018 at 3 – 13:00 UTC.

On the call today we have Claire Craig, Gangadhar Panday, Rafik Dammak, (Shahul Hameed) and we have David Kolb as the instructor of this Webinar. From staff we have Maryam Bakoshi, 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. So this is incredible that we have actually a one-to-one ratio of staff to participants on the Webinar this morning. So just to give you some background on how this Webinar came up, this is the second offering of

this particular Webinar moving the conversation through influence and negotiation.

We did one yesterday afternoon. We had I think 17 that showed up on that call. So the way this whole Webinar series came about is there was a request from NCSG last year for more capacity building with the desire to really help people find their voice if I can use that expression in how they're dealing within the stakeholder group, how they're working in policy, in PDPs and how they're working in working groups and just ICANN in general in the community.

So within that request was to help build confidence for people to help them be able to negotiate the ICANN waters if you will and, you know, general interpersonal effectiveness and presentation effectiveness.

So what we designed through lots of conversations with NCSG members and ICANN community members that I reached out to that I've known for a long time was really three different iterations and I'll say four, three that I'm presenting and there's some additional ones as well that can be described too.

So one – the first iteration or the first program was a face-to-face program at the Panama meeting in June for a day, and we focused on a variety of topics including what we'll be talking about today but today will be a deeper dive into influence and negotiation.

We touched on that during our one-day program but the intent was to create Webinars that weren't dependent on attending anything previously, so this is a standalone as well as a good review as well as a, you know, a good two hours on these particular topics.

And then a few weeks ago we did a Webinar on moving the conversation through consensus building, and it took a more focused look at the consensus building process and, you know, how that works within the ICANN community which as we all know it's an incredible organization in terms of just how it's structured as a bottom up, multi-stakeholder decision-making body using consensus as the model.

So with that in mind this Webinar on influence and negotiation, you know, is a closer look at those two topics and just a way to prep you for the Barcelona meeting coming up if you're attending the Barcelona meeting.

And the – additionally, there'll be a Webinar - I believe it's next week so I'll let Benedetta tell you about that on the policy development process. Or Benedetta or Ozan do you want to talk a little bit about that?

Ozan Sahin: Thank you David. This is Ozan speaking for the transcript. Yes we do have a – have an open house next Thursday on the 11th of October and we will offer two sessions on 10:00 UTC and 19:00 UTC to accommodate different time zones. Thank you.

David Kolb: Excellent. Thank you as well. So we felt that, you know, having these Webinars, the face-to-face, the, you know, Webinar next week puts you in a great position if you're going to Barcelona or dialing in to that meeting, you know, just really ready to hit the ground running.

And then that in conversation with your colleagues as you prepare for different conversations and different sessions, you know, we'll see, you know, what transpires in Barcelona to be even, you know, more effective.

I wish that I were going to be at the Barcelona meeting to meet you all in person if I haven't met you already, but I will be in Kobe in March so please if you see me there feel free to introduce yourself.

So just a little bit of background. You've got a little bit of bio information on me but my involvement with ICANN began in 2013 when I was asked in to develop a facilitation skills program for ICANN staff.

As they work within the community and the – within their organization just how do we help move the conversation forward? You know, by definition facilitation simply means to move ahead.

So that grew into working with the community around leadership and facilitation with the leadership program that's hosted by the At-Large community.

However, you know, people from all of the different SO/ACs/SGs, you know, are working within the – or coming to the leadership program and that's offered once a year so Kobe will be the next offering of that program.

Some of you may have attended that in the past. And then also I've worked with many of the different groups. We're, you know, I've done some individual meetings for ccNSO, GNSO, obviously NCSG and, you know, other acronyms within the ICANN organization both as kind of ad hoc, "Hey we need somebody to help us mediate this conversation," to "You know, we need some skill building around these things."

I'm with an organization called Incite Learning and we've got 20 facilitators worldwide that work with Incite to, you know, work with other clients and we

work with clients in the private sector/public sector/government organizations as well.

But I've got to say that ICANN is one of my favorites to work with because of - it's such a unique organization in terms of what it's trying to do and how it's trying to work.

And someone told me at my first meeting in Durban that I was asking, you know, "So tell me about this process. I'm trying to get a feel for what this organization is."

And he described it as, "You know, it's just - it's messy and sometime there's a lot of conflict and sometimes it's great and collaborative and it's just really a mess but it's just beautiful.

It's elegant and - when, you know, we come out the other end with a policy on a policy development process or with a decision within a working group or a set of recommendations, and there's nothing else like it in the world that I've ever experienced."

And I thought that was just a great description. So enough on me. Let's talk about influence and negotiation. So our agenda this morning, you know, is what's on the screen for those that - on the screen.

I see there's one on mobile so I don't know if you're seeing a screen or not. This is - yes Gangadhar. So the agenda that we're going to look at is just an overview of what is influence and negotiation as we're defining it for this session, looking at psychological aspects of influence, foundations of influence and these various elements.

You know, there's kind of a cocktail that you need to be effective with influence, which is your interpersonal skills, what your intentions are or being aware of what you bring to the table with your power.

And I'm using that as a positive reference so just, you know, your confidence, your expertise, things like that, then the various methods of influence when you think about what's the methodology that we're going to use in this particular situation.

And then we'll break it down into individual tools of influence. We all have one or two that we use consciously or unconsciously but there's a lot more to draw from and others that people are open to.

And then we'll move into a deeper dive on negotiations, looking at negotiation styles, negotiation – the currencies, you know, what's the value to the parties in a negotiation and then concessions.

You know, what concessions can be made? How do we plan for that and how do we create the right kind of pattern on concessions? Now we've designed the Webinar as an interactive session. So I'll be asking questions and we'll be using tools like whiteboards where you can write things.

We'll use one in just a second and then we'll take a poll during the Webinar as well. There's some pressure here because we have four dedicated folks that are involved in this and as a result, you know, it's going to be up to you to make it interactive.

But it's not like we have 20 people on the phone to jump in, but I've got to say I'm doing four of these Webinars or this is the fourth. You know, usually

it's one or two people that are jumping in any way so this is an ideal group size.

It's like having our own breakout group and I'm sure others will join as we go. No pressure, but I will expect some participation. So with that let's get started.

Ozan, if you'll throw up a whiteboard I'll tell people how to use it and what you'll be writing on it. So the way the whiteboard works is you'll see on the left-hand side there's a text icon and if you click on the text icon - and I'm doing that as we speak even though you might not see it, and then when I click on the screen I can write anything.

And then as I've written it in my box if I click on the screen again it comes up as something on the whiteboard, so it's kind of our own little brainstorming tool.

So the question there you see at the top. What would you like to get out of this Webinar? When you look at that agenda and you look at influence, you know, where is it going to be most helpful for me to focus with you especially with just four of you too?

And this is - be a great tutorial session so just if you will just take a second, look at that and throw up on the whiteboard, you know, what is it that you really want to focus on?

What's going to be most helpful for you to get ready for Barcelona or to get ready to really participate in NCSG? I'll give you a few minutes and let you write some things.

And if you don't have access for the screen or if it's not working for you, you're welcome to say it or put it in the chat. "A good and easy way to interact."

And I'll just read this out for those that may not have a screen in front of them that might be dialing in. "A good and easy way to interact." Then what else?

What else? What do you want to get out of this morning, this morning for me? Could be afternoon or evening for you. "To win." I like it. So interaction and winning so far.

Anything else? Okay we got a few - thing. "Negotiables and non-negotiables - how to differentiate." Excellent. We'll definitely get into that. Well okay let's get started.

So let's start out with thinking about influence in general. So when we think about this larger umbrella of influence under that really is negotiation. That's one of the tools of influence.

You know, we're going to expand on that because I think that most influence situations end with some form of negotiation, or some form of exchange that takes place when you're trying to influence or you're being influenced by others.

Robert Cialdini wrote a book called Influence: Science and Practice and it's been around for probably the past 15 years or so, and it's in its second or third edition so he's added things to it.

But fundamentally what Cialdini wanted to look into is how are people influenced because we're influenced all the time? When you think about



social media and we think about, you know, watching a, you know, regular media, TV, advertisements, things like that, we're barraged with people and organizations trying to influence us.

You know, as we look – and from the United States perspective as we're looking at these upcoming elections, you know, there's all sorts of things and you're trying to have social media not be, you know, a, you know, be more fact-oriented in what's described and, you know, and ICANN kind of not in the middle of all that but trying to keep the Internet a free and a fair and open place.

Of course you've got some bad players in there that are, you know, masters of influence in terms of the kinds of information that they're putting out there and the kinds of psychology they're using.

So let's take a look at Cialdini's elements of - psychological elements of influence and we'll talk about those a little bit. So one is reciprocation or reciprocity and that simply is that I give you something, you give me something which is negotiation.

It's a piece of using reciprocation as a psychological way to influence. And also when you think about if you ever received direct mailings before where you were sent a coin or you were sent a small gift in exchange for a donation to a charity, they're using the principle of reciprocity on you, which is, "I'm giving you something and hoping to get something in return.

I'm not just sending you a letter asking for money. I'm actually giving you this gift too." And for some, you know, reciprocity is something that resonates more so with them so they respond to that.

And there is some research showing that, you know, when a gift is included in some form, you know, even taking a survey, “We’re going to give you, you know, a euro in exchange for taking a survey,” that there’s a better response rate on taking a survey so that’s reciprocation.

Commitment and consistency, you know, I like to call this modeling behavior so just that you are showing that you’re committed to this. So in NCSG I think this is a huge psychological piece of influence that you are, one, open to; and two, use is that you’re committed to what you believe.

You’re committed to, you know, what you’re, you know, the values of, you know, NCSG is working with underserved populations of, you know, making sure that, you know, privacy is protected, you know, and those kinds of values and you’re committed to that and you’re consistent in the way that you behave around that.

So in one conversation, you know, you care about privacy and access and then in another conversation you don’t. You know, you’ve got consistency about your belief system.

It’s not just based on, you know, the other things that are motivating you at the mitt – at the moment. So commitment and consistency or modeling, you know, is a huge piece of influence because that creates your reputation.

That creates how people see you in terms of your integrity. Social proof – social proof is something that’s actually being used on social media as a way to influence people around elections, you know, in not just the US but other countries.

If they're saying that, you know, other people believe this, you know, the cool kids it's peer pressure. You know, other groups that you might be aligned with in some way are doing this.

So it's – we call that a social proof so you're proving to me that I should behave this way because others are behaving this way. And another way to frame that is as a best practice, that organizations look at best practices, you know, to say, “Okay so what are other organizations like us doing?”

Or it might not even be like us.” It might be pulling in and saying, “This works in a different industry sector or another nonprofit sector. As we look at nonprofits, you know, they're having success by doing this thing,” so that becomes a social proof too by looking at best practices.

So you can think about social proof in terms of peer pressure and best practices. It's other groups of people that are doing something that give you validation for doing it yourself.

The fourth one is kind of interesting: of liking. You know, Cialdini, you know, in his research, you know, what he came up to or what he came out with when he thought about this concept of liking is everybody really wants to be liked fundamentally.

Now probably you can think of people that would say, “I don't think this person wants to be liked. I've dealt with them and they're not very likable and it doesn't seem like they care.”

But there's definitely some outliers but in general, you know, people like to be liked in some way. And in terms of being influenced if I'm, you know, being

liked, if I, you know, am doing this thing and that seems positive, you know, then people may like me.

We see it a lot in social media that you actually get liked, you know, so you get that support and that validation so people will post a picture and how many likes do I get?

How much validation do I get from having other people like me? And that's a piece of influence and just by putting that on Facebook and putting that in other social media platforms they're – people are more influenced to use those to see if they're still liked from day to day and many, you know, are really, you know, addicted to that at this point so liking becomes a psychological piece of influence.

Authority – pretty straightforward. So authority in terms of the psychological aspect – it comes in different forms. You know, one form is a role authority. Someone is, you know, that you work for is in charge of you and supervises you and what they say is what you have to do if you want to keep the position that you have, but there's also other kinds of authority too.

You know, there's expertise. There's knowledge. There's experience. There's history. There's, you know, just - there's regulations. All those are forms of authority that influence us if that's what we resonate with as a way to be influenced.

And then scarcity, the last one, is kind of an interesting one. So scarcity is essentially looking at this time period or this money may not be available for long.

So if I think about the policy development process at ICANN, where scarcity comes in is you do have set timelines so you have a timeline for public comment before it goes into a vote, you know, with the board or with the, you know, the stakeholder group that's working on the policy.

You know, so it becomes a piece of scarcity if the timeline's coming up. I'm running out of time. I feel more pressure. I'm even more open to being influenced at this point while I still have the opportunity to participate.

We see scarcity a lot of times, you know, in - not social media but in, you know, our lives where it's basically this offer is going to expire soon. If you've ever seen some of the infomercials that we have in the US on, you know, exercise videos they'll have a little clock that will appear in the screen and, "Here's your special offer."

And the clock is counting down as to how long I have before this becomes scarce and it's no longer available to me. So reciprocity, modeling, social proofs, liking, authority, scarcity all go into how we're influenced.

And I don't want you to walk away from this Webinar thinking, "Oh my gosh. You know, I'm just being manipulated all the time." It's actually kind of true.

We are but knowing that that's what it is a lot of times helps us. At least it helps me knowing this to say no on things that I may have responded to before because I know that there's, you know, there is some manipulation taking place here and it doesn't feel quite as authentic as it did before without becoming too jaded by the whole thing though too.

So let's move on to some foundations of influence because when we talk about influence in this context, we're really talking about influence with integrity or ethical influence.

You know, so integrity becomes one of the foundations that when you are trying to influence someone that – two things that – one is, you know, that you've got integrity.

You're trying to be ethical even if the other person isn't. You're not trying to match bad behavior with bad behavior but you're here, you know, from a position of integrity or from an ethical position.

And that's going to create the level of trust in the influence situation so knowing that you're the – committed to keeping this positive and trying to make this a – well I'll say – I'll use the cliché the win-win, which is part of the intent below.

You know, but you're – want to make sure that the other party benefits as well. I mean, you want to get your way. You want to win but you also want the other party to walk away because if they do then you've got more commitment from them to follow through on what they've agreed to, or the position they've agreed to take on a particular policy or a particular issue that they, you know, you might be dealing with so integrity's important.

Interaction, you know, that all parties are engaged and aware. Something you can do with NCSG or within the group is making sure that everybody that needs to be at the table is at the table.

So even if you're new to NCSG and new to ICANN - of thinking, "Well, you know, there's a third point of view here that I'm not seeing represented. Who

do I know that could be represented here for this third view or a stronger version of our view or a view that's aligned with the issues that we're trying to get across?"

So making sure that all parties are engaged and aware and that, you know, encouraging people to have voice too. So it may be a newcomer to ICANN but not a newcomer to intellectual property or privacy, and making sure that they're speaking up, you know, and helping/encouraging them with getting acquainted with how an ICANN meeting works.

If you think back to your first ICANN meeting it can be a pretty intimidating thing when you walk into that room with the U and all the microphones and the protocols and the queues and everything that's going on.

So how do I onboard new people to make sure they're engaged and aware? Consistency we've talked about a bit, you know, that your behavior is consistent throughout how you're trying to influence.

It doesn't mean that you're positional but you're just consistent in how you're acting with the other people so it isn't just guessing what mood you might be in that day.

And then we talked about intent because the intent is that the ultimate solution is beneficial to all parties in some way. So integrity/interaction/consistency/intent are the foundations that we need to go into for an influence situation.

A side note too/another foundation is an assumption that influence is situational so if I'm trying to influence someone on an individual level or a group of people for this particular issue and this particular day, you know,

what they may be open to for me to try to influence them isn't what they're willing to be open to all the time.

It may be similar because we all have a default in the way that we like to be influenced, but it's not necessarily going to be all the time that this is going to work with that person.

So for example if I like to use a lot of logical explanations as a way to try to influence someone, that may be appropriate for one situation but in another situation it may be that I need to be more values-based in how I'm appealing to this person in common values that we might share.

So that influence is situational would be another foundation that I would add to that. The skills of influence are pretty straightforward. For those that were in Panama and we talked about this a little bit -- it's on the consensus building Webinar -- the fundamental really skills are really listening and asserting.

It's fundamental interpersonal effectiveness so how you balance that in a way that you can assert your position in a clear, concise, compelling way and how do I also listen effectively?

And a big piece of influence is listening rather than asserting. One of the comments that came up yesterday is, you know, in terms of what people wanted to get out of it is somebody said, "Well, you know, I just don't want to be a loud voice. I want to be an effective voice," and I'm paraphrasing.

You know, but it is more of, you know, a lot of times we just speak louder and we speak at -- with much frequency just so at least we can be heard. So sometimes asking good questions and listening actively is more beneficial in a



given situation because it could be that the other parties are not feeling heard as well.

So it's a way to join to try to collaborate with other parties, you know, and trying to figure out how to present your position in a compelling way and being concise in the way you do that too.

I know that when I was interviewing people about influence and negotiation and interpersonal effectiveness and what's going to be most helpful for NCSG, one of the stories somebody told me, you know, was, you know, there's a member within NCSG who writes these long diatribes.

You know, and they're – it's not that they're not written well but they're long and people don't want to read three pages in an email or in a comment. You know, what they really want to read is the three bullet points that the person was trying to get across that just kept getting reiterated throughout the three pages as that came out.

So being able to be concise in your writing is also a way of asserting, but then what happens is if you get known for these long, you know, writings or these long comments is people just stop reading those after a while and you become less effective.

So it's really being able to vary your style to work with the group or the person that you're working with at a given time. Influence elements. So intentions is one element so assuming positive intent on your part and on the part of the other person.

In the ICANN environment it's a little challenging because what you're dealing with is – so if I'm an NCSG member and I'm dealing with a GNSO

member and, you know, this GNSO member is paid to be there by their organization and they're paid to have a position by the way too, but their intent, you know, it doesn't feel positive. You know, on a human scale they may be a positive person. You know, but the intent is I have to have this position and I can't change this position.

But in terms of your intentions, it's really trying to remain positive and not go down the defensive, judgmental, negative road because as you get farther into negotiation, there may be more room for this person to compromise than you assumed that was there at first.

But it's easier for them to be dug in if they feel that you're dug in. So being positive and being open to being influenced on an outcome that's beneficial to both of you is a great intention to have as you, you know, go into an influence situation.

The other two here are no one will be put at risk or diminished. You know, so along with positive intent is my intention here is not to disadvantage you in some way or put you at risk professionally, you know, or mentally or emotionally by suddenly it becomes personal and now I'm insulting you or it's offensive. That feels like a mental risk.

And then finally there's no coercion, manipulation or intimidation. Now I would submit that all three of those work very well to influence people. And we've all been in the situation either as children or even as adults or employed adults, you know, or in school, where we feel coerced or we feel manipulated or intimidation is being used.

You know, but what happens when those elements are used is you might be compliant. People may do that action in that moment because they're afraid

or they're intimidated. You know, however you won't get commitment and you won't build relationships.

And a big piece of working in the ICANN community and working within NCSG is building relationships across the community and within the organizations and the constituents that you're working with that are involved in the PDP.

So, you know, staying away from what I would call is these negative tactics, you know, is an important intention to have as you're trying to influence others.

So when I talked about power before, I framed that as, you know, power in terms of what's the positive use of power here. And for a lot of people one of the things - and I see your hand Claire. I'll come to you in just a second. One of the things that we look at with power is what is it that we bring to the table and what's important for us to have.

And for newcomers and people that have - feel that they don't have a strong or a confident voice yet, it's important to think about what are the power sources that I bring. So before I get into these I want to take Claire's question. Go ahead Claire. Claire are you there? We're not hearing you if you're talking.

Okay so Claire we'll come back in case there's just an audio issue and we'll go from there. Okay so thank you Gangadhar. That could be the (unintelligible) showing that she's back in.

So let's talk about power a little bit. So I've listed some sources of power here. Authority we talked about. Expertise is pretty straightforward. Your

personal presence becomes a source of power for you. How confident are you? How do you present yourself? How do you show up in the room or on the call can be a power source.

I think that within ICANN network is a huge one as well as resourcefulness. You know, how do I navigate this organization? And I've got this power source that I can help others navigate the situation as well. And then what network do I have, people that I know within NCSG. That's great.

Who do I know in the larger circle with GNSO, who do I know in the larger community of ICANN becomes a piece of my network. And I know that for me personally as I was designing some of this content, being able to move around the community and the people that I've met over the time that I've worked with ICANN was really helpful.

And they really came from all sorts of different constituencies. So I could ask them, you know, to talk to me about NCSG. How are they perceived within ICANN? You know, what would be helpful for them? How do they get in their way? And that really answered some good questions.

So that was great to be able to have a network within the community and not just have one view just within NCSG of what is our self-perception and how are we perceived then in the larger organization which they couldn't answer quite as well.

On the second column, you know, insight, you know, being able to summarize what's been said is a great way to listen actively. If you can add some insight to that, I call that synthesis.

And being able to synthesize what's been said and then add some insight to it really helps you move the conversation along and it helps you be more influential as well because you're taking information and you're not putting a spin on it necessarily but you're saying, "Huh, this is an interesting idea or pattern that I'm seeing in this information that we're talking about here."

You know, we have five different views on this privacy issue that we're talking about. You know, it seems like the common thread is X. And so you can nail that down so insight becomes a source of power for you.

And then integrity we talked about a bit as well, which really goes into reputation too. Having integrity in the situation, you know, dictates what your reputation will be going forward.

And then finally strengths are, you know, what are your personal strengths? You know, there's a lot of literature, you know, around now that's on strength-based leadership, strength-based development. And, you know, the personal strengths are things like having a voice, your level of confidence, you know, being able to negotiate.

And there's all sorts of personal strengths you can actually - there's an instrument called StrengthsFinder out of the Gallup organization that you can take online that helps you assess what your strengths are. But that comes into being your personal power source as well.

I want to read Claire's comment here. So with respect to a person's intentions, isn't that somewhat cultural or even personal because it's difficult to know or judge someone's intentions.

So you're absolutely right. I think there is a cultural interaction around intention. And my thought is, you know, when I talk about intentions is you know what yours are. And I think that you can tease out what someone else's intentions are through asking questions and through conversation and interaction.

But being culturally aware of what may be going on in that person's culture that may make them more direct and they're taking that as oh, you know, they're actually angry about this. No, they're just - you know, being direct is part of their culture.

You know, we may assume intentions based on cultural elements. So it's a good point that you bring up. So, you know, never assume that you're correct with the intentions but assume positive intentions I think is probably a good takeaway on that. Thanks for that Claire.

So white board exercise. So when you think in the power sources, here in the list, but also what else you might add to it, what are the most important power sources for NCSG, you know, as that stakeholder group works within the ICANN community and beyond? So, Ozan, if you'll put up the white board with that question.

And again for those that have joined into our Webinar, the way the white board works is if you click on the T icon, the text icon, and then you type on the board after you've done that - so I'm just going to type a word, authority. And then I click somewhere else, that will come up on the white board.

So take a few minutes and talk about, you know, what are the most important power sources for NCSG and ICANN? And if you don't have the screen in

front of you, please feel free to just say something and we can put it on the board or just use that in our conversations.

Knowledge and confidence, mm-hm, okay, and I'll read these out too for those that might not have the screen in front of them as well. Integrity and knowledge and confidence. What else? From the PowerPoint so expertise, insight, network and resourcefulness is the important ones.

Okay, and then network, insight, expertise are the top three for this person, okay. That would definitely ally with network. I see that used all the time within the ICANN community as I circulate around meetings or working with different groups. Anything else?

So the takeaway on power as an element of influence is really realizing what you have and then also realizing what might be needed in a given situation, you know, and framing it in a way of saying, hm, you know, I think we really need some expertise on that. I don't have that expertise so I'm going to bring in someone that does.

A comment that was made yesterday that I thought was excellent was, you know, if you're thinking - if the issue is around underserved populations or people, you know, innocent folks that are impacted by litigation because of privacy access or because of intellectual property is bringing in those voices and having people come in and tell their story as a way to influence parties that may have an oppositional view so you can see this is a person, this is a group that they represent that's impacted by this if we go down that road, if we go this way.

And I think a powerful piece of influence is storytelling. And we're not really talking about that here. That's kind of a topic in and of itself. But stories are

powerful things for people to hear. And we've used them for centuries. And being able to do that in a really clear and compelling way is a really powerful tool of influence. And I'd put it along one of the tools that we'll talk about of inspiring.

Okay, let's move on. So the other thing that influence elements is methods. So I want you to think about it in really three different levels of influence. So the individual level is pretty straightforward. That's me dealing with a person or a couple of people and I can discern what they may be open to in terms of the tools of influence that I need to adapt my style to. And we're coming around to that in just a second.

But then there's another level too of, you know, the group. You know, how do I influence this group? How is NCSG influenced by other groups? How's the GNSO influenced by other groups or by even by NCSG? You know, so - and sometimes it's thinking about what are the best practices? What are the comparisons that I can make that will help this group be influenced?

So I'm doing some generalizing, hopefully not stereotyping, but some generalizing to representatives within that group. And if there's a dominant culture within that group, that may go help me think about how can I best influence this? Who can I put together? What kind of an alliance can I create that will help influence this group?

Then the final category in terms of methodology is thinking about how you're trying to influence at the system-wide or the organizational level. And I think the example with ICANN is thinking about the policy development process. You know, you've got this long and a very detailed process that policy has to go through in order to be approved and executed.



So within that process there's a system-wide ability to influence being involved in PDP. So I'm really glad that there's going to be a Webinar on PDP and there's also, you know, great resources within the organization to talk about, you know, getting more familiar with that.

And I think if there's one thing you can do with new members and onboarding them to ICANN is getting them familiar with PDP and how it works and encouraging them to be patient because the process needs to play out. It's not going to get changed.

And also being aware of how people try to manipulate the process by for example, you know, waiting for the last minute to put in a very volatile comment that suddenly stalls the process there or it changes the direction of the process, using that scarcity tactic and that time pressure.

Or the person that just will not back down from their position. As someone said yesterday in the Webinar, you know, that may work situationally but having that as your long-term influence strategy of just being dug in with one position all the time doesn't really build relationships and it doesn't necessarily help you get your way any better.

So from the organizational standpoint or the system-wide standpoint it's realizing how does ICANN work; how does NCSG work; how does the GNSO work. And so how can I be most influential or most effective by working within the way that that system works.

So individual, group level, and system-wide are three different methods of influence that need to be considered when you're preparing for an influence situation.

So I was asked at one point to try to put these disparate pieces of influence of elements in psychology and preparation into a model that's memorable in some way. And what we came up with was this DO ASAP model because acronyms are cool, right? We're all working within ICANN so we have to believe that.

So this acronym usually is do as soon as possible. But the way that we're defining it here is, you know, DO is try to define the desired outcome. AS is asking and assessing stakeholders. And AP is asserting with power. So let's take a look at each of these things.

So defining the desired outcome, what I see a lot of people do that I'm coaching is they want to influence in a situation but they don't quite know what they're after. They don't know what that opinion needs to be to move forward in resolving a certain issue.

So they don't have a desired outcome in mind. You know, and if you're desired outcome is simply to be heard, that's not a great desired outcome because it's not trying to effect change. It's just trying to put something into the process.

And that's okay. That's fine but it's not necessarily an outcome that you can strive for, you know, as a resolution to something. I've heard but that doesn't mean that the policy is going to protect underserved communities for example.

So to define your desired outcome you need to begin with the end in mind. And you need to think about it from - I'll call it an 80% solution. So a great expression that I heard was that perfect is the enemy of the good.

You know, and if we're just going for the perfect solution and we're 100% committed to it and married to the solution, you know, that's difficult to move forward if, you know, there's other parties that have other solutions that they're committed to equally as well.

Now I'll back off on that a little bit too because NCSG is the voice of civil society. This is difficult. I mean, what do we concede on? What are we going to give up? What are we going to compromise? Are we going to compromise innocent people getting prosecuted? Are we going to compromise privacy?

You know, so there is this huge value within NCSG that you don't want to compromise. But I would submit that there's probably layers to that too of that you may be able to make some concessions if the other party's making concessions – and we'll talk about this with negotiation – that will move the conversation along.

But if you're totally committed to it has to be my way, it has to be 100% my way, then it's going to be difficult to move it along unless everybody else is agreeing with your way. So defining a desired outcome at the 80% level gives you the ability to have some flexibility in what you're willing to be open to being influenced yourself as well as what you might concede in that situation if you're negotiating.

And then finally being open to collaboration which is essentially what I just described. In this next piece the AS is ask and assess stakeholders. So really the elements to that are listening actively, asking good questions. And we've talked about that a little bit already in terms of your influence skills.

But then there's this other element of doing a stakeholder assessment. And this is a really interesting exercise that you can do within your own group and your own set of colleagues on a particular issue is like so who are the stakeholders that are involved in this conversation.

You know, when we go into that meeting and we want to present our point of view, what are the voices, the other voices, that we're going to hear there? And then assessing them along these lines of what's the level of influence they have in this situation and what's the level of responsibility that they have for an outcome?

You know, so if they've got low-level influence and low responsibility, even though they may be loud and they may be constantly throwing input out there, you know, your responsibility to them or your best bet with them is keep them informed because you don't want to turn them away from you or have them in disagreement with you necessarily any more than they already are.

So you keep them informed but they're not necessarily folks that you want to engage with just because that level of influence and responsibility is low. You know, but if they're high on both of those things, you want to engage them more and keep in close contact with them.

These are the people to have coffee with when it's break time after the meeting to go up and find out more about what's going on with them and why that position is so strong, why they feel the way they do, and start to get into a dialogue and build some trust with them.

If their influence is high but their responsibility is low, you may accommodate because, you know, they don't have a lot of responsibility for the outcome but they do have a lot of influence within that group. And what we see in the

ICANN community is people that have been around ICANN for long, long periods of time, so trying to figure out, you know, where they are on a particular issue knowing that they have a high level of influence.

You know, so how can I accommodate so that they're not influencing in a negative way against me but not necessarily spend a lot of time engaging them.

And then finally high responsibility/low influence, how do I best communicate with that person? Because you want to keep them in the loop, you know, and keep them like you're informing but you also want to interact with them even a bit more.

And a way to use this matrix is that, you know, Ozan will make this PowerPoint available to you after the Webinar. And if you have it in PowerPoint form, you can take the slide, take off this wording so that you have a matrix that you can fill in where you can actually fill in a name to figure out okay so this person's high/high; they're low/low and figure out the best strategy going forward with that.

I see a question from Gangadhar here. So what exactly do we mean by "end" here. I'm not sure what you're referring to Gangadhar. If you can give me something more specific I'm happy to answer that one. So I'll let you type or can you just comment on that? Whenever you're ready. I see you're typing and you have your hand up. Oh, DO end. What do you mean by end?

So DO is the desired outcome in the acronym. I'm still not sure if I'm understanding. Oh, begin with the end in mind. Okay I'm seeing it now. So beginning with the end in mind when you think about desired outcome is

essentially how do you want to see this end. What is the resolution or the outcomes that you want to see.

So begin with the end in the mind is actually an expression that was created by an author named Stephen Covey. And essentially Covey said that, you know, one of the habits of highly effective people is to always, you know, begin a conversation, begin with what's the end look like or what's the ideal state look like when this is done. So that's what that means.

Okay so let's move to AP, so assert with power. So when asserting with power, essentially this is where we get into the power sources that we've already talked about. But also we're starting to get into influence tools. So you want to be clear, concise and compelling. We've talked about that a bit. So when you're making your assertion, you're doing that in a way that people understand and it's concise and that way people can respond.

It's not going on, on a long narrative and then having to back up and, you know, something that was two pages ago or five minutes ago in the conversation was an important point for you. So being clear and concise so people can actually respond to the point that you're trying to make.

And then also being consistent and courageous with the points. So I think something that would be helpful in the NCSG environment is not only getting your voice into a group, into a meeting, but making sure that your voice and your opinion is aligned with what NCSG or NPOC or NCUC wants to do in that particular situation so that there's one voice that's even more powerful.

And if I'm talking to someone from NPOC for example on a given issue that if I talk to three other people from NPOC that I'm getting the same kinds of message points if I can use that expression.

So getting together beforehand or strategizing a bit more before a meeting and saying so what is our one voice on this; what are our message points on this particular topic, you know, is a really helpful way to deal with this or to assert with power because it gets even more powerful for you when you know that you've got others behind you.

And then finally know your power. We talked about that before and this brings us into, you know, the tools of influence, is thinking about what are the different ways that people are influenced and what are the tools that are being used or that I can use.

So a way to queue this up, so inquiring essentially is what I would call an advanced form of listening as a tool. And then these other four – telling, proving, inspiring, and negotiating – are really all advanced forms of assertive.

So this is the advanced course in listening and asserting if you will. And then some of these like proving and inspiring have some subsets that we'll take a closer look at as we move through some slides.

And what I want to do is talk a little bit about each of these tools, what is this, and then how do we know that this is what's being used or this is what we're using because people will give you clues. And this is when listening becomes a really important piece.

People will tell you what they're open to. It's almost like you can say so tell me how I can best influence you. They're saying actually I'm going to ask you specific kinds of questions or make specific kinds of statements or act in

different ways. And you'll be able to tell from my behavior and what I say exactly how I might be best influenced in this situation.

It really is that simple. And what we've done is we've taken basic human behavior and we've broken it down, calling - labeling these different kinds of influence.

A huge takeaway here on these influence tools is out of the list that I'm going to give you - and we'll take a poll a little bit later on - but out of the list, there's one or two of these that you probably do more than the others.

So, you know, as we move down the list we'll get into something called proving with logic. You know, and you may use logic a lot as the way that you try to influence people. And the takeaway is the one that you use the most or the two that you use the most are the ones that are most effective being used on you because you're more familiar with those and you're more comfortable with those tools of influence.

So those are the ones you're most open to because habitually those are the ones that you're using. The analogy that I like to use is the typical American traveling in a non-English speaking country. So the only - you know, the old joke is that, you know, what do you call someone that speaks three languages? Well they're trilingual. And two languages, they're bilingual. And one language, well they're American.

So as an American speaking only one language and having just phrases in other languages, you know, I can totally associate with trying to use English too much.



So the typical American though – and I'll say the ugly American traveling in a non-English speaking country – goes to a native and says, "Where's the beach?" And the native speaker for that country looks at them confused and says, "((Spanish Spoken 0:26:55)),” or, "((Foreign Language Spoken 0:26:57)),” or whatever they might say in their mother tongue.

And the American then moves to the second level which is I'm going to continue to use English but I'm going to be louder and slower because obviously someone will try to, you know, to do this, someone will understand English, you know, if in fact I just do it louder and slower.

So that doesn't work. And then if you can picture now they're going to add gestures. Now they're going to add a funny accent or they're going to say, "Where is el beacho?" and they're going to make swimming gestures. And now, you know, the other person just wants to run away because they're still not understanding and someone's making threatening gestures at me as well.

The point of this I think that's relevant to influence is simply that we have a tool that we use and if it's not working for us, our tendency is to use it louder and slower or to use it again, and that still may not work. It may be beneficial to learn more about what's the tool of influence that I can use in this situation and how can I adapt my style in a way to working with that?

So let's talk about each of these tools individually. So inquiring is essentially I call that an advanced form of influence or an advanced form of listening. And what I mean by that is with inquiring you're actually using questions and listening well, trying to figure out how you can help someone think differently about something. That's the positive intent of inquiring.

So inquiring are things like, you know, listening actively, so you're using paraphrasing and summarizing, but also then suspending your agenda so you can hear what the other person is saying, and your goal here is to really do a deeper dive on the topic and really explore that. By asking questions about something, you're not agreeing with it, you're just acknowledging it and you're showing that you understand, and just seeking to create this mutual commitment and understanding helps someone that you're using inquiring with join with you too.

And what you're doing if in inquiring is the tool that they're open to, and that's what's going to work in this situation, what you're really doing is you're building commitment as you go along. So it isn't like I have this big ask of you and I'm going to use some of these other influence tools that we'll talk about, because once I use that if, you know, if I'm using logic and that's not working then I need to move to a different tool, you know.

But with inquiring you can move to different tools as part of the inquiring process. That's why it's kind of a standalone. It's an advanced form of listening. But not everybody's open to inquiring. And the clues that you might get from people that are open to inquiring is they're asking questions or they have a desire to express their opinion.

So they might ask questions like, "So what do you think?" or "I don't think that you're hearing my point of view," meaning, "You're not listening to me. I have things to say. I have a position on this" or "I've seen this tried before. You know, I've been around ICANN for a long period of time and I've seen a lot of things happen, you know, so, you know, I'm not sure if I trust this is going to happen."

"Really? Well tell me more about your experience with this particular issue. Tell me more about, you know, what you've done that's been helpful for you as you've tried to work with this issue or get to some resolution." Those are some good inquiring questions that you can use so if you get those what if questions or how or why questions, get you to other places in the conversation besides just getting information. If I'm asking you, "So what if time were not an object or time were not an issue here, how would you respond?"

You know, those kinds of questions help me think differently about this topic or about this issue. And when you get someone thinking differently about something, because they're just playing and exploring with you, then you can start to think about how to best influence them to build more alignment with your point of view. And again, the object here is win-win but it's also trying to get understanding from the other person of being open to your point of view because you're showing that you're open to their point of view. And that's all a piece of this inquiring tool as a way to listen.

Moving to telling. So telling becomes - Claire, I see a hand up. Go ahead.

Claire Craig: Okay. Are you hearing me now?

David Kolb: Yes, we are. Welcome.

Claire Craig: Great. So my question - I would like - could you go back to the previous slide, please?

David Kolb: I absolutely can.

Claire Craig: I really liked when you said ask what if or why questions. That's good. But the clues, I think that (unintelligible) what do you think, I like that. I think that's

(unintelligible) I don't think you are hearing like when I said (unintelligible) and I have seen this tried before because sometimes I see where that could be (unintelligible) can you turn that around to get by (unintelligible) and really engage the people? So these are really some good point and I like that. (Unintelligible) that they could go the other direction than the way that you want it to go. I'd like to hear a little bit more on that piece.

David Kolb: Yes, absolutely. And just to clarify that, so the clues are what you're actually getting from the other person that may let you know that they're open to inquiring as a way for you to go. So these aren't questions that you'd be asking of them or statements that you'd be making to them, rather this is what they might be saying or asking to you that tells you, "Huh, I think inquiring is what's happening here and that's where I need to adapt to." So that's what these clues are. And on the slides coming up I'll have clues for each one, but thanks for that question for the clarification on that.

I see another question here too that's from Gangadhar. "Sometimes there's the temptation to consult the Internet. Is it appropriate?" So if I can - I'm not sure if I'm framing this question appropriately, but in looking at that, you know, it's funny, especially within ICANN, you know, because the Internet is what we're all about, right? So.

But we also know that the Internet is not necessarily the place for, you know, fact-filled information and we have to be discerning as to what we're looking at on the Internet and also being ready to ask questions of the other person that's bringing up an Internet-cited, you know, article. You know, my questions a lot of times when I'm into, you know, one of my passions is climate change for example, you know, so when someone brings a climate denier who's talking to me about, you know, well this article or this research study shows this, I'm asking them is it a juried study?

I mean was this, you know, did - was it a scientific method that was used for this study or is it more of an opinion piece? And let's take a look at it and let's take a look at the references and let's take a look at what this background information is, you know, to get - you know, is this really a fact-based thing? So I think the Internet is like anything else. It's a source of information, and especially now with a lot of the, you know, fake news or the just the falsities that are out there, you really have to be discerning in terms of what we're dealing with.

So back to the tools. Telling. So telling is this next one. So telling, again we're moving into the advanced forms of asserting here. Telling is essentially stating your point of view in a clear, concise, compelling way. That's the best way to describe it. You know, you're polite but you're making direct statements, as is culturally appropriate.

So thinking about the culture you're dealing with, you know, how are those statements going to be taken. Because confident. Be persistent. Don't waver. So with this, when you go to telling as a tool, you know, it's being very assertive, not aggressive necessarily, but I'm willing to persist because I really want to advocate for this position and I'm going to just tell you this is what needs to get done.

The strong non-verbals are essentially if you're face to face with someone that your gestures and your body language actually match the power and the passion that you have in telling - using telling a tool. Moving to the clues, in what situation should I use telling? Because this is a tricky one because once you used telling as your way to influence, you kind of have put it all out there and it's hard to back off and go to another tool at that point. It's easier with some of the other tools to adapt to something different.

But with telling it's hard to, you know, move back from that because you've essentially put a stake in the ground. You're kind of at that 100% level that I was talking about earlier. But the clues that you may see is someone will ask you, "So what exactly do you need?" And then they're saying, "Okay, tell me. You know, give me the bullet points. Give me the message points. What exactly do you need? Tell me what you want me to do. I only have a minute."

Telling a lot of times is used when there's a rush for time. You know, you're on the elevator ride, you're walking from, you know, one meeting room to another with the person and you only have that span of time between the two rooms or from the end of that coffee break getting back into the room. You know or "What's the big idea?"

A lot of times when people are asking you to use telling as an influence tool, they want you to be more concise. They want you to, if I can use the expression, to cook it down into something more concentrated. You know, so what are the bullet points? What are the key message points here? And those are the kinds of clues that you might get that tell you, okay, I need to move to telling. That's what's needed in this particular situation with this person.

From here move into proving, and proving has some subcategories. So the first one is logic. So before I get into this, Gangadhar, I see that you have a hand up. What's the question? Is it the question in the chat?

Gangadhar Panday: Yes. Can you hear me?

David Kolb: Yes.

Gangadhar Panday: Yes. Can you hear me? (Unintelligible)

David Kolb: Yes, we can hear you now. Yes.

Gangadhar Panday: Yes. Well we are making the statement (unintelligible) or in some technique to express that to whatever I'm going to say is (unintelligible) so the other people should use in a balanced way, not directly get offended.

David Kolb: Yes. Totally agree. And, you know, back on the telling slide, you know, make polite but direct statements as culturally appropriate and just being aware of, you know, what are some of the cultures that I'm working with here. If I'm using - and I would only use telling if that's what I'm getting back from you as what you need in that situation because you're telling - you're asking the questions that are either time constrained or, you know, please be direct or please just tell me what it is you want. Those things give me the invitation to make that direct statement. Does that makes sense?

Gangadhar Panday: Yes. Yes. Okay. I agree with that.

David Kolb: Great. Thank you. So proving. When we think about proving with logic, this one form of proving, as I'm giving you a proof, you know, so here's the logical thought process that I have, you know, that will help sway you or influence you. So some things to keep in mind when proving with logic is that you're using data and facts and you're using logic that is similar to how the other person uses logic.

And this kind of goes to some culture as well, but listening to how that person expresses their point of view in a logical way or how they're expressing the thought process that, you know, the group maybe went through to get where they are, you should try to mimic that logic or that explanation process

because that's what's going to be most understandable to them because that's how they use logic. So that's what I mean by using a similar process to them.

You know, be confident and be prepared. The thing with using logic as a way to prove, it's kind of going back to the climate change articles that I was talking about, is if I'm not prepared with, you know, an explanation and I haven't done my homework on that particular issue, then using logic I may not have the credibility that will help influence in that situation with the other person because, even though I sound logical, I don't have the background information to support my logic.

So say why and provide evidence, just talked about that, and then show cause and effect. You know, so this happened and therefore this happened, you know, is just that logic at its basis.

So here's the clues that tell you that someone's open to logic, and I would submit that within the ICANN environment and within, you know, and NCSG included with that obviously, is logic is used a lot because of the nature of the work that you do both within ICANN and outside of ICANN that logic - you know, proving with logic is a way that business gets done or decisions get made in the ICANN community -- not all the time, and there's other tools that we'll look at, but this is used a lot.

Here's the clues you'll see here. People that ask why a lot. So, "Why should I take on that opinion? Why should I change my point of view on this?" You know, that's a clue saying I want to know why. Why is a logic-based question. "Tell me how, you know, you got to your position. Describe your thinking. Walk me through the numbers."



Those kinds of statements and questions are essentially someone saying, "I need to know your logical process or your logical way of thinking about this so I can better understand or be influenced by you." So that's a wonderful piece of, you know, just influence tools in general and just knowing what the clues are. And it not just my four things but things like that would say use proving with logic with me.

Another form of proving is authority, and this is pretty straightforward. I won't spend a lot of time on this. So it could be role authority. It could be that I've been around the community for a long time. I'm a board member. I've got this role, and if someone's open to being influenced by authority and role authority, you know, they'll respond to that. Not everybody is.

In the ICANN community within NCSG, for an example, I think there's many that it's not that they have authority issues but just by you telling me I should do it this way, I'm not going to respond to that. I know I personally don't respond to authority just based on what someone's trying to tell me to do. I need something more than that.

So you have to use a form of authority that the other person respects if they're open to proving with authority. And that may be regulation. That may be the law. It doesn't necessarily mean expertise or knowledge or role. There's different forms of authority out there that I might respond to. So being familiar with the different forms is really helpful for you.

And so the kinds of clues you might get are these other three points here. So if I'm - if you asked a question, "So who's behind this, you know, when you - on this particular position or issue, who's behind this thinking? Who came up with this kind of thing?" You know, that says I want to know who the authority is on this who's also supporting this particular topic.

You know, "What have we done in the past?" That's proving with authority by essentially, you know, tradition. And, you know, "What's our policy on this?" If I'm asking policy questions that's kind of - that's an authority as well. Is there an existing policy that we need to go by or are we trying to change policy? What are we trying to do here? All of those are forms of proving with authority. If someone's open to that, those are the kinds of clues that you might get.

We've talked about this one a bit already, social proofs and best practices when we looked Cialdini's psychology of influence. But essentially the kinds of clues you may get are, "So who else is involved?" You know, that's not who's behind this like proving with authority based on role, you know, but it's more of who else is involved, what other groups support this? What other constituencies or what other SO/ACs/WGs are really supporting this particular opinion.

That's more of a social proof and that's a clue that someone may be open to social proofs that they may ask, "So what are the best practices?" You know. And then also the -- hang on one sec, I'm just reading a question in the chat. I'll come back to your question in just a sec. You know, so, "What have other offices done?" or "What have other groups done?" and then, "Has that been done before?" All of those are social proofs best practices in this proving thing.

Gangadhar, I see you've got a question here. So can you give a quick example of tradition as an authority on this one? Yes, so tradition essentially - so when I - when the clue might be what have we done in the past, if I'm getting that question, you know, there's this - it could be - let's talk about, you know, PDP in general.

So it's a policy development process that's been in place for a long period of time or it's incurred - in its current for a period of time, I would call that a tradition. This is the policy development that we use, you know, traditionally to get this kind of thing done, and that becomes a source of authority for me if I'm open to that to be influenced. So we can't just go forward with it this way and present it to the board and they take a vote and then ICANN executes against that, but rather, you know, this is the tradition or the convention, thank you.

So I'd say the convention in that example is definitely a synonym for tradition. But if I think of other organizations, the organizational culture, you know, has a tradition of doing things a certain way, and some people may be open to being influenced by that tradition or that convention or that culture that this is the way things are done and I can be influenced by that because I'm open to that. I hope that answers your question.

So let's move to inspire. So again this one breaks down into a couple different ones as well. The first one, which I think is really power for NCSG and I think this used a lot with NCSG, is this values piece of how do I inspire by appealing to someone's values? So the best way to use it is to focus on what's important for the other person, so trying to figure out what the value set is for the other party involved.

And when we go into our scenario that you got as pre-work, we'll talk about this a little bit in terms of what the others party value. But knowing what the other person values and being able to appeal for that, even if you don't hold that value, you're not being false but what you're doing is it's incredibly powerful to help someone behave their values.

So if I hold these values to be true for me and you're giving me a channel for me to actually behave in a way that honors what I value, that's a really powerful influence tool. Not everybody is open to that, but for those that are, it's very meaningful for them because it's basically like aligning with your life's purpose, if you will. It's doing the right thing.

So being familiar with what people believe and then helping them behave that, you know, really, you know, again, is just - it's incredibly powerful. So how do you know if someone's open to this? So these are the clues, okay? So, you know, "What does this have to with X value?" someone may ask. So if, you know, if we appeal to a general ICANN value of keeping the Internet as a free and open space for, you know, as an interaction platform, you know, that's a general value of the ICANN community.

So if I asked you that question, "So what does this have to do with kind of keeping the, you know, keeping the Internet, you know, free and open or neutral?" Because that's the value that we're talking about. I may ask you a value-laden question, to use that expression. "How will this align with our goals?"

So I'm talking about goals, I'm talking about values. How do we know this is the right thing to do? Key words being the right thing. You know, GNSO values, NCSG values imply X. Is this aligned? You know, we want to ensure privacy people for people and not have blanket access for law enforcement for example. You know? So how is, you know, what you're saying aligned in some way.

So if I'm getting those questions from someone or those statements, those are clues to me that they're open to more of a values-driven conversation, and that's where, you know - so, one, it's incredibly effective if we're dealing with

each other on the values level but also you can't - don't pretend to hold their value.

You can appeal to it but don't pretend to have a value that you don't have because that lacks integrity and you'll lose trust and you'll probably, you know, it's a losing proposition if you're just pretending to have a value that you don't have, but incredibly powerful if they're open to inspiring with values because its core to us.

In our consensus-building webinar, we were talking about how do people get to positions and I wanted to bring this slide back in because I think it's important when we think about appealing to values as a way to influence. And values are at the base of our positions, you know, because based on our values, that's going to create interest.

Climate change I mentioned for me for example. You know, so there's a value set there of this holistic global health and it's of interest to me. I'm going to read on that. And then there's issues that are going to come about from that. So if we go down the climate change road, you know, melting polar ice becomes an issue, rising temps and storms become an issue. And then so therefore I have a position on that.

Fundamental to that are my values, and I think an important takeaway here for NCSG is you've got these fundamental values at NCSG of protecting privacy protecting intellectual property and dealing - making sure that underserved populations are being served, you know, we're the voice of civil society. This is our value set. And that's non-negotiable. And I'm not asking by any means, you know, that you negotiate those or you concede those values.

As you move up though in this diagram with interest, issues and positions, there may be things that are more negotiable in those layers that aren't in the values layer. So you're never asking someone to compromise or negotiate their values. You're just asking them to think about the issues of the positions that they have that are based on those values and just knowing that that's the underlying thing that you're dealing with with these upper layers, not the value layer.

So you can't negotiate that but if you can get to a level where you're talking about values, that can be incredibly power for your influence, if in fact (unintelligible) the caveat if they're open to that, if they're giving you the clues that that's the way that you should have - you should direct that conversation.

Another piece of inspiring then is encouragement, and I'd say this is more so, you know, to NCSG, NPOC, NCUC is when you've got someone new for example or you've got someone that you've brought in that can tell a story that will be helpful in this process, you know, is using encouragement if they're saying things like, "You know, I'm not quite sure I can do this" or "This feels like a real stretch" or "Am I the right person for this?" or, you know, "I've actually been wanting to develop being able to speak in front of people but I've just been avoiding it or I'm afraid to do it."

Those kinds of clues tell me that this person simply needs encouragement. Logic of why I should be doing this isn't going to help me. Just telling me to do isn't going to help me. Encouraging me to do it, you know, so you understand that I'm afraid in this situation or you understand that I lack confidence here or that I'm unsure of myself in some way.

Just those words of encouragement, sharing a story that you may have where you were in a similar situation, that's a great way to encourage somebody, if

that's what they need in that situation, and just being able to do that in a way that has empathy and not just a logical explanation as to why they should be doing that. That's not what they're giving you clues for.

Finally with inspiring, in terms of its subset, is this aspect of modeling, and we've talked about this a bit before, really being consistent and being committed to your position and the group that you represent, you know, the NCSG, if I can use that as the umbrella stakeholder group here. And with modeling, a way to even get better at is to be aware that you may have some behaviors that are not consistent.

And when you do, those are blind spots for you. So getting feedback, asking people how you can across in the meeting, how you can be more effective, those are ways that you can even get better at modeling, you know, just by getting that feedback. And it helps you become more aware of your impact on others.

I guarantee in ICANN meetings if you've spoken in a meeting with a strong point of view that you're going to be dinner conversation for people in that meeting as to how you came across. So modeling is something we do all the time, good or bad, and it's not a matter of a tool that you change to, it's more of a matter as an influence tool of being consistent and having integrity in the way you're trying to influence. And again, it's a powerful tool that we have control over if we can learn more about it.

And finally is this tool of negotiation. So negotiating we're going to take a deeper dive into it, but use it when people are open to it. Now in an ICANN setting negotiation happens, you know, a lot because you're negotiating different pieces to get to a resolution for recommendations on policy or wording on policy for example.

So if someone's open to this individually, the kinds of clues you may get are, "So how can we find a way to make this work for both of us?" That might be a question they ask. You know, "How will my group, my stakeholder group, benefit from this? What do you see as the win-win?" or, you know, "What do you - or I want to help you but I need to figure out, you know, how to make time for that."

So basically when I - that one is more of a if you give me something to help me with my time, I'm willing to give you something that helps you with your content. So those kinds of questions are people that want to make the deal or they want to have some sort of negotiation take place. And there's - there's a cultural aspect to this too that some cultures are more negotiate oriented.

When you think about cultures where, you know, price is not set on items that I might buy and the negotiation becomes part of our cultural interaction, you know, those people that are coming from that culture may be more open to a negotiated stance, they might not be as dug in on their positions as you think they are.

So let's take a poll. So, you know, I've rambled on on all of these different tools of influence and the important thing here is that as you look down this list: inquiring, telling, proving with logic, proving with authority, proving with social proofs, inspiring with values, inspiring with encouragement, and negotiating, you know, which of these tools do you use the most?

So the poll is going to come up and, you know, just want you to vote on it. So the top I'd say one or two, you know, that you can click to say, "Yes, I use inquiring a lot" or "I use logic a lot." So which are the ones that you use the



most. So take a minute and take a vote on what you use the most and let's see what resonates with the group that we have.

So we have, what, nine people in the group. Would love to see at least seven responses on the poll so we can get a good feeling. Five responses so far. We're changing our mind. It's back on. I'll give you another few seconds in case you want to respond if you can.

To your question, I'm not sure if you can - Ozan, can you they choose more than one or do they just have to choose one here? Can they choose two?

Ozan Sahin: On this one -- hi, this is Ozan speaking for the transcript -- on this one they can choose only one.

David Kolb: Okay. So you're just limited to one on this. So kind of think about your top one. Ideally you could probably - ideally you don't just use one, you know, but choose what your top one is.

Okay so we have six responses here, and with - so we have two or three one-offs. I'm reading the chat as well. So we have two or three just single responses and then we've got three that chose inspiring with values as the one that they use the most. Okay. And then - thank you. So Gangadhar says, "You know, so authority, values, inspiring with encouragement." Exactly. Great.

Yes. So as I said, so with NCSG I mean you're a very values-driven stakeholder group in terms of what you're trying to do as the voice of civil society. So it doesn't surprise me that that's the one that you use, you know, a great deal, you know, with at least three of you. And then the other votes were around inspiring with encouragement, one person; proving with authority, one; proving with logic, another.

So the point of this is - and again where I started this is the one that you use the most is the one that also works best on you, but it's also situational. So what you may be open to in a given situation may be different than what you're open to in another situation, and that obviously works for the other party as well.

So the takeaway for me on influence tools, just to close this part of the webinar, is really to think about what do I use the most and what do I need to get better at. So if I use inspiring - if I use proving with logic the most, however, inspiring with values is what's being used internally more, maybe I need to get better at that.

So what are some questions I can ask around values? How can I educate myself on values? Or if it's the other way around and I need to get better at logic because GNSO members use logic more, what can I do with them that's going to sound more logical for them in terms of how to get better at something.

So let's move into our scenario. So the scenario that we had is pre-work and I want to break this down a little bit because this moves us into a deeper dive on negotiation in our remaining time as well. So I'm going to go ahead and read this and give you the chance to read it as well in case you can't see the screen if you're on mobile or just dialing in.

So at NCSG we want to stop trademark overreach in domain name policy. Trademark lawyers always want easier access to domain name registrants' personal data. We also don't want ICANN to be the content regulator, while the IP group does want that. With these two things in mind, you have joined a

group to write policy to address these concerns. It's a scenario so just put yourself in this person's shoes.

You want to show that Whois personal data gets used for legal actions and also for prosecution of innocent people in undemocratic countries. So that's one of your issues. 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 would you go about trying to influence law enforcement community members, just knowing what you know from this scenario or knowing what you know about law enforcement? How would you go about trying to influence those community members just making some generalizations? And this is just a discussion question so I'll give you some time to respond. Just raise your hand and we'll talk about it. Anyone?

How would you influence law enforcement? What kinds of things? Take a shot. There we go. Claire, talk to us.

Claire Craig: So I think (unintelligible) hearing - I think with law enforcement because they are very authoritative so you need to appeal to that side of their work, recognizing that you understand why they need to have this information and you agree that this is part of their job but you have to also show them how this could be detrimental (unintelligible) that if they make certain criteria (unintelligible) to them (unintelligible) but first they need to (unintelligible) specific questions and you need to be very clear on what those questions are and the information that you need to get from them.

David Kolb: Great. Thank you. And let me paraphrase that a little bit because the audio is a little sketchy. What I took away from that is that you said that you need to be understanding of their position, understanding of their point of view as to why this is part of their job and why this is helpful as part of their job if they want access to that kind of information, and at the same time you need to be clear in how you're expressing your point of view on this as well.

And what I would add to that is probably in a logical way, because I would submit that if we generalize to law enforcement and it's not true for all but it would be part of that community, that having a clear why I should do this, a clear logic path is going to be more helpful to me than more of a values-laden statement.

And so let's break - Gangadhar, so I see that - so my thinking is modeled on that mostly something about - there's a lot of discussion about AADHAAR unique ID, and I'm not familiar with that personally. But how would you use that with law enforcement? I'm assuming you're responding to that question. And I'll let you type on that.

So the next slide, while Gangadhar's answering that, the next slide I want to look - I wanted to break this down, the scenario down a little bit. So essentially, you know, it's pretty clear as to what NCSG wants in this scenario. You want to stop trademark overreach in domain name policy. You don't want ICANN to be the content regulator. You want to show that Whois data can be misused. And you believe that law enforcement needs legitimate reasons to access the personal data and have concerns about blanket access. It could definitely be misused.

Then what we're seeing from the trademark lawyers for example, you know, is they want easier access to domain name registrants and personal data and then

law enforcement wants access to information in performance of their duties. So these are the basic - this is, you know, going into the negotiation sphere that we're going to talk about for the next ten minutes or so. So these are what I'd break down as the issues that are on the table. And we'll do a whiteboard exercise in just a second. I want to see - okay.

So (Gustavo) - so in my experience appealing to values isn't terribly effective when dealing with enforcement and government staff since they depend so much on hierarchies, which we can (unintelligible). Spot on, (Gustavo). You know, I totally agree.

And that's where I think that if you use appealing to values a lot as a part of the way that you influence and you're not feeling heard, it's because they don't speak your language, which is what you're saying here. You know, they - you know, you need to learn more about their language and how you can make this appealing or influencing them in a way that's in their language. So great point that you're making.

So here's the whiteboard exercise on this. So what else should be on the list for these other parties? So we know what your wants and issues are but taking it to a larger context for trademark lawyers and for law enforcement, you know, what else should be on the list for them as to things that they might want or things that they - you know, the issues that they're bringing up that they want to get resolution on.

And Ozan will put up the whiteboard, and when you use the whiteboard on this one, you know, just do TL or LE if it's towards a certain group. And then if it's toward both groups, don't indicate TL or LE, trademark lawyers or law enforcement, and we'll just assume it's for both groups. For those that joined late into the webinar, the whiteboard, again if you click on the text icon and

then you type on the whiteboard and then click anywhere else on the whiteboard, your text will then become visible to the rest of us.

So what else should be on the list for the other parties? Blanket access to LE, no. Definitely get no. But blanket access is one of the issues that they want. E should have access only in exceptional cases. So that's your position, but what I'm asking for here is what else should be on the list for the other parties? So for law enforcement, they want blanket access. That's one of their issues. But what else might be on their minds and what else might be on trademark lawyers' minds? We're trying to break this down into negotiation positions essentially.

Any thoughts of other things for the list? (Gustavo), what's your idea? In the chat (Gustavo)'s written I have one idea but I'm not sure how correct it is. Let's hear it. Is it commercial interest? It's off my screen a little bit into the text category. There we go, commercial interest. Yes, absolutely. I think especially for trademark lawyers that that would be, you know, an issue on their list.

Civil liberties. So civil liberties I think would be on the NCSG list but I'm not sure if that would be on trademark lawyers. Well it could be on trademark lawyers' list. And don't know if it's on law enforcement list or not. And for sake of time I'm going to move on. Trademark - so let's read your comment. So trademark lawyers might specifically want to - this data to open formats to facilitate development of applications to facilitate their work. Great. That definitely would be an issue.

Performance of duties on the side of law enforcement side might also represent some sort of overreach to rights sometimes. Okay. Great. Good thinking on this. And I want to keep moving, and I'll tell you why I wanted

you to do that is many times we go in knowing our position to a negotiation. So, you know, we go in knowing what we want but we haven't spent as much time thinking about what the other parties might want.

So what I wanted you to do on the whiteboard, you did well, is start to think from the trademark lawyers' point of view, start to think from law enforcement's points of view. And (Gustavo)'s comment was a great one in that, you know, law enforcement's were working within government hierarchies and so values probably isn't going to work on that as much.

So if I start to negotiate thinking about what these other parties might want, then I'm in a better position to figure out where the concessions might come in. So for example, you know, if I think that blanket access is a non-negotiable, you know, on the privacy issue, you know, for law enforcement they might want blanket access but there's other things that they want too where they might be willing to concede blanket access. So starting to think about what those wants, those needs, those desires are, is a helpful way to begin the negotiation.

So I'm coming up on currencies in just a second here. I see that in the chat. So let's get the negotiation questions in the time that we have remaining here. Ozan, if you'll take down the whiteboard. So the questions you need to ask, you know, to prepare, as I was getting to, is how would you get to the outcome where all parties are satisfied with the result? This is a hard question but it's a great way to frame a negotiation to think about what's that end in mind that we want to get to where all parties walk away with some sort of satisfaction.

How will you know what currencies you bring to the table? And we're going to talk about that. What are you willing to compromise? That's a tough one but

you've got to think about it. What process will you use to ensure that you've covered everything? So how can we make sure that all these parties are represented and, you know, wanting to make sure that all parties are engaged as well, you know, and everything is covered that needs to be covered, that nothing coming up at the end of the process that should have come up earlier in the process.

So here's some things to listen for. So wants, needs, objectives and positions. So wants are the expressed desired for positions. This is what I want in this situation. I want, as law enforcement, I want blanket access. So what do they really need here though? What are the underlying interests? Well, you know, I need access to information in order to perform my duties and prosecute criminals.

What are the objectives? You know, what is to be accomplished for the business or on a personal level if it's a personal negotiation? You know, so what I really want to have happen that will address my underlying interest that will then get me what I want. And then finally the positions, you know, of so what's a way to accomplish objectives by aligning, you know? So how can, you know, what's the position that I have that may help me get the objectives accomplished that address my needs and my wants?

So that's what you're listening for -- key words, listening for in a negotiation. And then that brings us to the currencies. So I'm listening for these wants, needs, objectives and positions but then also I'm trying to figure out what are the currencies that are being used in this negotiation, and there's really three types.

There's prime currencies. You know, those are the key components, and that's what - you know, money and time in the professional world and, you know,



somewhat in the ICANN world, you know, but there's also these, you know, freedoms and liberties and regulations and things, you know, that becomes a currency that we're dealing with in the ICANN world as a prime currency.

So currencies are essentially, to define that, what are things of value that each party brings to the table? What's the currency that they're dealing in? You know, so for law enforcement for example, their currency is access. You know, that's one of the currencies that's of value to them. For NCSG your currency is civil liberties and, you know, maintaining privacy. You know, so that's a currency that you're dealing with.

So then alternatives currencies are things that one party has that might be able to meet the needs of other parties. So for example, you know, if you think about how do we - if law enforcement wants blanket access and we want total privacy, what's the middle ground that we can start to get to that will help us, you know, preserve privacy yet provide enough access for law enforcement to do its job?

And then finally there's these elegant currencies. In elegant currencies are things like - it's hard to even define it. So it's things of value to the other party that you had no idea that would be of value to the other party. And a personal example that I'll use is that I had a client at one point and we were going through a tricky negotiation as to, you know, project fees and, you know, scope of project and things like that and they realized that I lived in the southwestern United States and they had a vacation coming up with their family.

And so I offered to provide them with an itinerary with things to do and see in the southwestern United States in the regions that they were going to be in. And just that gesture of offering that up became an elegant currency for me

because the other party was willing to come a little bit closer to my position in this negotiation just because of this things totally unrelated. So this isn't like, you know, bribing someone, although I guess that could be an elegant currency, but it's more about this thing of value that I had that it's easy for me but very valuable for them because they have no knowledge of it. That's what we would call an elegant currency.

When we're doing a face-to-face workshop on negotiation, a lot of times I'll do an exercise and everybody takes out a 5 dollar or a 5 euro or something that's around that value set and they walk around the room to meet with people to see what would be worth \$5 or €5 for me from the other person, and you'd get to some interesting elegant currencies in that.

So we only have three minutes left so I want to go through these next two slides before we close up. So that covers - so again, so we're listening for the wants, needs, objectives and positions. We're also trying to figure out what the currencies are that are going to be used in this negotiation and then we also need to figure out some principles around concession.

So, you know, when you make concessions, you want to make sure you always get something in return and also make an elegant concession so that you're making not necessarily the grand concession but what are you willing to concede in certain areas. And this isn't about values. This isn't about the non-negotiables. This is about things that you can negotiate on. So thinking - being conscious about what are some of these concessions we can make.

I use the term agonize appropriately, and with agonize appropriately what I mean by that is essentially if you're making a concession, make it known that you're making a concession. You know, don't just like, you know, so make the concession and move on, yes, but agonize appropriately of like, "Hey, this is

hard for us. This is challenging. We really don't want to make this concession but we're willing to do that. However, you know, we're willing to do that in exchange for a concession on your part."

And that's this last bullet point of, you know, watch your patterns of concessions. So you don't want to make three concessions for every one concession that the other party makes. One for one is a great way to go. You know, but set up what's the right pattern here of concessions, and then if they're not making concessions, then you stop making concessions, you know, because suddenly you're just giving everything away in a negotiation and they're seeing that you're willing to do that and they're going to let you do that.

So looking for the pattern of concession becomes important. The statement around use your settlement range as maneuvering room, I'm not going to go into that because settlement range is a different concept that I've used in the face-to-face workshop. But it's more important I think in your environment of thinking about what's the concessions that we need - that we can make or we're willing to make and then anticipating what are some of the concessions that the other parties are willing to make as well.

Then finally on negotiation is thinking about making sure the exchanges are positive, at least on your part. So using, you know, if I do this then you do that kind of language. If you're stuck, involve the other party. What's going to get us unstuck? What's going to move us past this impasse? What are you willing to do here? Asking those kinds of questions and engaging the other party is important.

Don't give all your currencies or resources to the other party. We talked about that. Signal an expectation of reciprocation. You know, and it might just be sitting in silence after you've made a concession, waiting for them concede or

waiting for them to move it. And then tying the concession to an explicit need. You know? So we're willing to make this concession in exchange for this concession that we think that you can make too.

So those are the pieces around negotiation that I think are most relevant to ICANN environment and NCSG in particular. So all that said, we are right up on the hour at this point. So what we've covered in the workshop, you know, or in the webinar are really thinking about influence the psychological aspects of influence, the foundations of influence and then the skills, my intentions, my power sources, and the methods and tools.

And I think the big takeaway on influence is knowing what you're open to and anticipating what the other party is open to based on the clues that they give you and then adapting your behavior accordingly based on, you know, what you're getting back from clues from them and adapting to their style. Learn a little bit more of that native's language in terms of how they try to influence.

And then on negotiation it's really being aware of the currencies that are being - that could be used in the negotiation and the concessions that could be made. And I think a blanket for all of this, especially for NCSG, especially for Barcelona coming up, is really being prepared in your negotiations and your meetings and having conversations with your colleagues and those that are allied with you on a given position and knowing what the voice is coming from NCSG on this particular issue so that you've got this strong shared voice coming from the community that might be a little bit more clear for the other parties to hear.

That's how I would summarize. Since we're past our time I'm not going to do anything on key takeaways from you but I hope that you've enjoyed the webinar and gotten something out of it and it has helped you prepare for

Barcelona, and encourage you to take the webinar next week that'll be announced around the policy development process and other things that are even more specific to NCSG.

So thanks for your time. Thanks for your participation this morning. And, Ozan, you want to close us down?

Ozan Sahin: Thank you, David. Operator, can you please stop the recording and disconnect all lines? And thank you everyone for joining today.

END