

TERRI AGNEW: Welcome to the At-Large Capacity Building Program, the tenth webinar on the topic Engaging ALSes and Volunteers within the Working Groups taking place on Wednesday, the 4th of November, 2015, at 13:00 UTC.

We will not be doing a roll call, as it is a webinar, but if I could please remind everyone on the phone bridge as well as computer to mute your speakers and microphones, as well as state your name when speaking not only for transcription purposes, but to allow interpreters to identify you on the other language channels. We have English, Spanish, and French interpretation. Thank you for joining. I'll now turn it back over to our moderator, Tijani Ben Jemaa, chair of the At-Large Capacity Building Working Group. Please begin.

TIJANI BEN JEMAA: Thank you very much, Terri. Good morning, good afternoon, and good evening everyone. This is one of the webinars of the second part of the 2015 Capacity Building Program. As you know, we had the first part and we ended in June. We started in September. Now this is the third one. It is about engaging ALSes and volunteers within working groups.

We have two speakers today who chaired working groups and who are still chairing working groups who have experience, and who will try to make us aware of what we should do to make the volunteers and ALSes engaged in the working groups and to give us, perhaps, some good ideas so that we will be better engaged all together.

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

We have some housekeeping as to [inaudible], especially about the [inaudible]. Terri, please?

TERRI AGNEW:

Thank you, Tijani. And we just have a few housekeeping rules for you. One moment while I bring up the slide for it. We do have a question and answer pod in the bottom right-hand corner. During the webinar, if you have questions, we encourage you to type them in the Q&A pod and staff will note your questions and they will be answered by the presenters at the end of this webinar.

In addition, if there is not enough time to answer all the questions, they will be sent to the speakers to answer them in writing.

Also, at the very end of this webinar, there will be a five-question evaluation. Please stay around for a couple of minutes to complete it in the Adobe Connect. Your feedback is key to develop better webinars for our needs. Thank you very much, and I'll now turn it over to Eduardo.

EDUARDO DIAZ:

Okay, I am here. Can I see the slides, please, Terri? Thank you so much. Thank you, everyone, who took the time to be here today. My name is Eduardo Diaz. I am part of the LACRALO region.

The idea of this webinar is basically we want to address the participation of the ALSes in some of the working groups, engaging ALSes and volunteers in working groups. I don't know, some of you if you're new to the environment here, but I was told that most of us are

participating in one way or another in a working group or have seen how these working groups work.

One of the things, and what I'm going to talk about here is based on my experience and my ideas. The idea here is to have a conversation. I don't want this to be a one-way presentation. So if you don't get what I'm saying or you can enhance some of the things that I'm saying I will welcome that for you to [inaudible].

In any case, what I'm doing... I don't know if you have seen some of the working groups. One of the things that I have seen in the working groups – and I'm not talking about engaging ALSes. That's not what I'm talking about. How working groups are. And what I have seen in many of the working groups is that when the working group is created, some of these working groups lack a clear definition of what the working group is being put together. With that, I meant that it's not that you have an objective, but really what are the expectations of this working group? That's one of the first things I find.

The other thing is you get many people that you can see them being a volunteer. I mean, I've seen lists of 20 people volunteering for a working group, but only two or three show up when the work is being performed.

Based on all that, I have some ideas I want to share with you with regards to that. This will help also in the part of engaging ALSes, because the ALSes are really the volunteers within the working groups. People that are in the ALSes are the people that usually volunteer within these working groups.

So what I have done is the following. I put together this picture here and I'm going to talk about this. One of the first things that we should think about is that the person or people that are directing this working group – there's always a chair and co-chair, and sometimes you see co-chairs and you don't see a chair of a working group. But let's say that we have a chair of the working group.

The person that volunteers to chair this working group has to be a role model. With this, I mean this person should be able to continue to communicate with the people that are enrolled to volunteer. Sometimes we think that just by being a chair and having 20-30 people who want to do work in this working group, if you don't have this communication with the people that are there that sign up for this working group, for [whenever] it is they sign up – some people are curious about what the working group is or curious about how it works, etc., and they find out that it's nothing for them there.

So it is very important that the person chairing this group to make sure that this person knows that they're a role model within the rest of the group.

When I'm talking about constant communication, you have the ways of connecting to this group of people that sign up for a working group. First thing you should do, you should try to talk to them. I know it is a change, and I will be talking about a challenge because this is mostly a mutual thing. But most people use Skype and most people read e-mail. So try to reach with each one of them and try to understand what it is they understand about this working group that they have signed up.

Just by doing that, they will know that this working group is a real thing. It's not a one-way street where you have a meeting every month and you have an agenda and you have some things to say, and some people show up and other ones don't show up. There's usually no direct follow-up other than what is put in the wiki.

I'm talking here in general terms. I don't want you to think that this happens in all the working groups, because that's not the case. The reason for being today here is because we see that this is a problem in some of the groups, that people are not getting engaged. The volunteers don't get engaged in the working group.

In any case, it doesn't take that much to talk directly or write or establish communication with your volunteer group. It's very important to understand what the expectation of the working group is and what people's expectations are and understand what they bring to the table.

With this, I mean some people have participated in other volunteer work somewhere else, if you are seeing that. If not, well then, this will be the first time. Also, understand what their abilities are. With this, I mean, if you are a very technical person you might think one way than if you are more of a political person.

So knowing this type of ability and understanding what the working group is all about will help you put together some kind of structure that will give direction to the volunteers. When people volunteer, they need to understand why they are there and what they are supposed to do.

So I suggest once you have this structure of what it is the working group wants to do or is supposed to do and you understand and they

understand what the expectations are and you put some kind of structure together – and with this I mean little subcommittees, little task subcommittees, and try to... I won't say assigning this task to specific people, but ask who is interested in following through a specific task that needs to be done.

The challenge here is to have everybody working in the working group in some kind of specific task. It could be one person. It could be two people. Once people say, "I want to do this. I am able to. I will do that," 90 or 90% - most people – are very responsible. They will try to perform that task. And it is the chair or whoever is leading the working group to make sure that you can follow up with these people, so they know that whatever has been asked or people are doing, their work is being taken into consideration in the whole mission of the working group.

You need to engage people that way. This is something that you can do very easily. It's not a lot of work. You have to just follow up here and there, and you will be amazed at how people will react, especially when they have to report something back to the whole group. People will actually do it if they know what they're doing.

So you have to have a clear direction. And be aware that there are cultural differences. And cultural differences is not only that we live – this is a global environment. But some people are in different time zones. They have a different way of looking at things.

I can give an example, and this is just a general example. The privacy from some people in different parts of the world means different things around the world. When I'm talking about cultural differences, it's

mostly that you should understand where are people coming from and just be aware that's there. They have to make sure that you try to understand those differences, so you can take the most out of the work that people are doing.

Like I said, it's very important that you understand the people that are in the working group what their abilities are, and the only way you can do that is if you talk to them directly somehow, by e-mail, Skype, whatever. At least you should do that once.

One of the challenges that we have with the working groups is you only see names in the working groups. You see e-mails, but you don't see a face. Sometimes you hear them if they speak. So that's a challenge because we're working in a virtual world. It's not that we have network and face-to-face meetings even though we have that type of environment and we have had that type of environment in the past. You need to reach these people that sign up for these working groups.

Also, it's important that it's not only all about work, but you have to make it fun somehow. I don't have an example how to do that, but you have to be amendable. The agendas should be very to the point. Let people talk and make it as open as possible, so people feel comfortable doing what they're doing.

This is all about a value proposition. People need to understand that they are being valued and their work is being valued in the working group. If they don't feel that way, you're going to lose him or her. It's as simple as that.

I always look at these working groups in ICANN as a circular structure. Even though there's a chair, a co-chair, and all the volunteers, we are all equal in that environment. You need somebody to lead the work and try to put some kind of a cohesive environment, but other than that, we're all equal there. We're trying to achieve a mission, whatever that mission is for that working group. At the end, if the expectations were put together at the beginning of the creation of the working group, everybody is going to feel like everybody accomplished something.

And guess what? Once you do one and once you volunteer in one of these working groups, you most probably will keep doing it. It's as simple as that.

Also, you have to be adaptable. We're working around time zones and meetings to adapt to that. You should adapt to languages. Even though the main speaking language in ICANN is English, that's why we have interpreters because not everybody understands English as well as other ones. Not everybody speaks English as well as in their mother tongue. We need to be adaptable to that. I think ICANN has provided that type of tool. It's providing this type of tool.

One example of that is today. We have three interpreters that are being there so you can understand what I'm saying in your own language. And if you have a question, you can say it in your own language and we can all understand each other that way better.

We have to understand that we are all busy with our own work, and some of the things that we do here are mostly volunteer work. It's time that you're giving away out of your regular time, personal or working

time. If we're going to meet once a month or however many times we do that, we have to be very understandable about people's time and make it as effective as possible.

With this, I mean be clear as to what you are expecting in the meeting. Go to the point and that's it. If we have an hour to do something done, you don't have to be there an hour. If you can do it in 15 minutes, you do it in 15 minutes. If you take more than an hour, make sure it makes sense that what you are doing [will take] more than an hour. I have been in some of these meetings that things can be done in half-an-hour and be very effective. So make sure. People's time is very valuable.

I can keep talking about many other things. Just think about being a volunteer and being a volunteer has many tracks. There is no book that will tell you what are the rules that work and why are there rules that not work. It's sometimes more common sense.

Just put yourself in the position of being a volunteer. Why it motivates you to be a volunteer? Well, I like it. I want to help in doing something that will have an effect globally or whatever. But I just want to feel that I understand what I'm doing and the way this is going.

So I have put together three challenges that we have and I mentioned during the previous slide. Basically, one of the challenges that we have is this is virtual work. We do this by mail, Skype, Adobe, phone. We have the tools there, but it's a challenge in the [inaudible] we don't see each other. We don't network after we're finished. We don't go out and have a drink and talk about all those things. You tend to know people more that way. It gives you a different sense of being there when you talk to

people personally. It's a different environment. We are all social people, so we need to have a physical interaction at one point. It's a challenge.

Language, I said, is another challenge. Most of us, we are not English speakers or we understand English that well, so that's a challenge. But like I said, we have tools that help moving along in this working group with the help of interpreters, in this case.

And again, time zones is another big challenge. I don't know what time it is for you, Cheryl, but I think it's very late where you are. You are a very committed person, but there are many people who will not do that if these things are not set up in an easy way for people to participate. These are challenges.

Like I say, once you are a volunteer, most probably if you get a very good experience, you will keep doing it.

That's all I have to say. Like I say, we can have a discussion about this. If you have something to add, experiences that you have that might help in the volunteering, then I will be glad to talk about it.

Back to you, Tijani.

TIJANI BEN JEMAA:

Thank you very much, Eduardo. We will dedicate the last part of the webinar for questions and answers. Now we will turn to Cheryl. Cheryl Langdon-Orr is one of the most experienced and one of the best working group chairs. She works a lot in working groups either in ALAC or At-Large working group or in the cross-community working groups.

She has a very large experience and she has I think very much to say, so that she may give us good ideas for the future how to be more engaged.

Cheryl, the floor is yours.

CHERYL LANGDON-ORR:

Thank you very much, Tijani, and what a wonderful, wonderful intro you gave me. I'm blushing. If only we were doing video. I must say, however, Eduardo, you've raised a number of really, really important points and I'm looking forward to getting back and having a discussion on some of these. I think perhaps, Tijani, at some future point in time, I'd like to unpack that diagram that was the primary visual that Eduardo had put together, because I think there's a lot that we can do in small bite-sized people to help [in service] and up-skill our leaders, particularly at the regional but certainly at the working group and activity level using some of those key areas that Eduardo had focused on in that model and unpacking them, specifically with obviously an ICANN and purely volunteer [bend].

I hope that, perhaps, in our 2016 world we might be able to look to doing some of that as an add-on to what might just be a tasting plate of things today.

You'll see in the intro slide on your screens that what I'm going to focus on, whilst I'm far from going to [inaudible] working group, I really want to focus first of all on engaging ALSes, and in fact taking some of you back to basics.

Whilst Terri is sorting out the dial-out to Diego, I'm hoping that she might be in a position to put up the first of my very, very short polls. Because what I wanted to find out from all of you is how experienced you may or may not be in various of the management volunteers. The poll up is one simple question with a couple of choices. Let me read it to those of you who may not be able to read it quickly in English.

First of all, do you normally and directly manage volunteers? The choices are no or yes in my day-to-day work.

The next one is hard for me to actually read. Are you trained in volunteer management? Do you have a certificate or professional training in volunteer management? Are you a professional at volunteer management? In other words, do you give a lecture or teach courses in this? And of course, you're perfectly able to do a no vote.

We'll just leave that open for a moment. I'm going to tick the broadcast results and just see how things are coming together. Okay, so let's have a look at how that is. It looks to me like not many of you have no experience of managing volunteers, which is great. But not many of you have particular training or professional work on that.

Thank you. That just gives me and the rest of the team a little idea as to what we're dealing with today and to help plan for the future.

Missing the option meow, herding cats. Yes, herding cats is of course one of the special skillsets, as Olivier Crepin-LeBlond is pointing out, of managing volunteers. And we'll do that in the more advanced courses. We don't want to teach everyone to herd cats yet. We'll [inaudible]

tricks of the trade of you and I. This is an example of having fun, which Eduardo also pointed out is a very important thing.

People volunteer. But I guess one of the questions – and this is drilling down a little bit onto one of the issues that Eduardo was making a great deal of in his presentation where he was asking you to make sure in a working group context, do you as a leader in a working group – assuming you will be leaders in working groups – know why the people have volunteered to do this piece of work?

It's really important to have that understanding. It's also important to find out why people volunteer. If you're going to be an engaged volunteer, you're there because it gives something back to you. It may, as Eduardo mentioned, be the fact that you feel good about making a difference in a particular topic or subject. It may be that, for example, you're passionate about privacy or you're passionate about a particular technical aspect of the naming and numbering and unique identifiers on the Internet. It may be that, like me, you just got a double dose of the volunteering gene and you seem to volunteer for anything. That's okay, too, because if that makes me feel good, that's a good enough reason for me to do it.

But you do need to understand, to some extent, why the volunteers that you are working with have volunteered.

The diversity you find – and I'm hoping that you will always find diversity – particularly in our context here in ICANN, is highly desirable because it gives a variety to the points of the view that we will bring into our work.

One of the great strengths that the At-Large community that you're all a part of has is the fact that it is a genuinely global and fairly well-balanced global, based on geo-regions, I admit, outreach and in-reach mechanisms. That allows us to have a fairly rare situation of bringing in, celebrating, diversity of voice into the work.

However, it does in fact make some of the challenges, shall we say, that Eduardo brought forward I his almost last slide. We deal with a great, big round world which means some of us will be always asked to work at relatively inconvenient hours. So we need to recognize that is a limitation.

The language, the diversity of language and the diversity of culture, is going to have to be respected and managed. And this may mean that you will be working an asynchronous situation where even in a working group situation, you may very well be putting things out there and not getting immediate closure or reply or response.

That's probably more obvious when you're working with engaging your At-Large Structures than necessarily in a working group, but it's something I've certainly heard is still an issue that we need to manage in working groups ourselves.

What do volunteers do for us? Well, when volunteers come in – and particularly relevant to ICANN – they actually help improve and maintain organizational reputation. Now, that can be said to any organization that actively uses and welcomes and engages volunteers. But in ICANN, that's incredibly important, because if it's claiming to have the global public interest in its best form, at its heart and at its

core of its mission, then it has to know what that global public interest is, and one way of measuring that of course is listening to the diversity of voice that our volunteers can bring.

The other thing that volunteers can do for us is they can become passionate ambassadors for the At-Large movement within the RALOs, within the ALAC, and of course across wider ICANN. That's something, of course, that I believe global engagement and a number of regional hubs assume as a very specific value of our volunteers.

We need them. We certainly would like to make sure that when we're interacting with them and engaging them that it is a rewarding experience, because if it isn't, they will go elsewhere. They'll have other things to do with their valuable time.

What we need to do – and this is where it's very much focused I suppose on engaging our ALSes, but it is still important in a work group as well.

We need to find ways to create an inclusive volunteer culture. Orientation, or onboarding, depending on what you call it in your area, is very, very important and I would recommend to all of you at the regions and at the regional leadership level to recognize that this is possibly one of the most vital things that you need to do early on in an At-Large Structure or individual members experience with us as a volunteer.

I can give you the good news, that one of our work groups in fact is focusing on the role and expectations of our At-Large Structures and individual members. And there is a focus within that. One of the sub-

teams in that is focusing on some of the ways that we can perhaps improve orientation and onboarding, but also looking at when it's best to do that. Orientation and onboarding is an essential thing. It gives you a very good entrée or reason to start that communication that Eduardo was talking about. Not only is it an icebreaker, but it allows everyone to feel that they have access to the basics of information.

As Eduardo also said, this mechanism of communication is essential. It needs to be regular outreach and in-reach activities.

One of the things that you need to recognize is whilst you need to do your best to make sure that your communications either within a work group or as you're trying to volunteers is as closed a loop as possible. In other words, that it's not just pushing information out. [inaudible] dialogue and getting information back.

You will not get the same level of interaction from all your volunteers. That is simply human nature, and it is part of the diversity of volunteers that you should be treasuring and nurturing. Some people will not respond to e-mail. Some people will respond to every e-mail, even if it is only to say "plus one."

Some people will be very comfortable in putting comments on wikis. Others will be far more comfortable in an oral sense. In other words, by talking during one of the Adobe Connect or phone bridge meetings. And others you may find prefer to put in almost discussion papers or white papers.

It matters not one iota in my view what mechanism people are most comfortable with, providing you work out who likes to do what and you

leverage that so that you do have interaction and communication. We can always find ways of getting new tools and new toys and new methods into everybody's personal toolbox. But if you don't find out what the comfort zone is of your volunteers early on, you will find it very difficult to engage them.

It's also extremely important, if you possibly can, to do inclusive networking. Now these obviously, if they can be face-to-face, that is fantastic. But don't forget about doing them online and virtually. We can, even in Adobe Connect, do video, so we can see each other, do something that is simply fun. It doesn't have to be work-based. Everyone could come and display a picture of their favorite pet or spend five minutes presenting on the latest book they've read or movie they've seen. These things are basics of getting people to know each other, and people who know each other work better with each other, and that goes just as much for At-Large Structures as it does for a group of individuals that you're trying to wrangle through a work [inaudible] experience.

The final one on this slide is measure, communicate, and acknowledge the value of the volunteer. You must constantly and continually reward the work done, and the work done includes just the time given.

I want to stop there for a minute before I take you to the next slide and ask are there any points that anyone wants to make on any of these? Any ideas any of you are having? Any questions or concepts that you might want to discuss? If so, let me know now. If not, we will move on. Obviously we do have Q&A at the end.

Not hearing anyone or seeing anyone wave, I assume you're all in stunned silence and I will move to the next screen.

Why do volunteers contribute or not? Well, one of the things we need to remember – and this is something that Eduardo also mentioned – is volunteers sacrifice one of the most valuable things they have: their spare time. That needs to be recognized. It needs to be rewarded.

What we also need to recognize if you're going to be managing and engaging the volunteers successfully is that frequently volunteers are more emotionally connected – far more emotionally connected – in whatever their volunteer role is than in their day-to-day non-volunteer activities.

You can be a doctor and do your day-to-day work. You can be a nurse or an[inaudible] personnel and do your day-to-day work. But if you volunteer those same skill sets, you become a volunteer emergency service responder, the emotional investment in your volunteer role will be more and the effect of failure in that volunteer role will be far worse and the reactions on challenges and on disagreements will be more acute in the volunteer world than it will be in the paid professional space. There are dozens of studies that show this and it is an area that I spent some 25 years of my life managing.

People who volunteer and are volunteering their spare time are usually far more emotionally connected to what they're doing volunteering-wise, even if it's the same job that they get paid for day in and day out.

This means that the motivation and management of volunteers needs to be subtly different to that that is used and employed or mandated

[context]. So those of you who manage, line manage, project manage, middle manage or whatever in a day-to-day work context may find that only some of those skills are going to be as useful to you as they are at work and you will have to modify or use particular skills that have been proven to work best with volunteers.

When you get onto that – and that’s really more of a master class – it’s something that I think you’ll find [inaudible] leadership training [inaudible] hopefully pick up on and start to look at in the next couple of cycles of the leadership training that will be happening in ICANN.

Let me move on again. One study – and this is pretty important. This study was done I think probably five years ago now, so it’s probably just larger number. The [UPS] Foundation, which is a fairly large US thing, shows that 2/5 of volunteers stopped doing so because of one or more “poor” volunteer management practices.

This is what they are. So this is your don’t do it list. Poor or ineffectual follow-through. Back to that model that Eduardo put up, a lot of what he had there were positive and effective mechanisms. Don’t do some of those or don’t do all of those, then you may fall foul on being poor or ineffectual in your follow-through.

Number two [off the rank], forgetting to thank them and show appreciation. Do not underestimate the power of the words “thank you” and the power of the word “welcome.”

Next one, poor or ineffectual communication. And here, that’s a whole class one could run on its own. Effective communication is something

that we could probably all do far more learning about, but don't do it well and you will lose your volunteers.

Lack of support or training. And I am very aware that ICANN is very aware that this is an issue and they are focusing a great deal of their energy now on support and training. This means that our volunteers from now on will be able to have the benefit of better virtual and real face-to-face support and training. That is so vital to have a fresh start with people who may have had a bad experience, and of course a new start people will benefit from [the word "go"].

Eduardo also mentioned the importance of having clear roles, goals, and purpose, and having a lack of goal, role or purpose – in other words, not being clear – is another deadly thing when it comes to volunteering and one of the major reasons people stop volunteering.

And here comes the last one: cost. Now, this is not just out-of-pocket expenses, but it does include out-of-pocket expenses. But time is a cost as well. And there is a psychological ledger that nearly every volunteer runs that says, "Is the cost of my time doing this thing worth the effort I'm putting into it?"

If you've got your volunteer management practices working well, the answer should be yes. If you don't, well, you know what's going to happen.

Let me just take you to a little bit of 101 stuff, which is very basic volunteering, but put it into some of the ICANN context. One of the challenges that most organizations will have when it comes to managing volunteers is the diversity, because one size does not fit all and the

diversity does bring challenges for management. But for ICANN, diversity counts.

So here we need to cherish, nurture, and recognize our diversity as opposed to try and manage, to moderate, modulate, and minimize our diversity. Many of today's volunteers, however, want to make defined, short-term commitments and not become bogged down in long-term assignments and endless meetings.

These are the facts, ladies and gentlemen. The studies say it is so. In fact, it's becoming a fact – not just an observation – over the last few years in the art of volunteer managing. I saw Glenn McKnight join us earlier and I'm sure he's nodding his head at this point in time.

Usually, however, they value opportunities to interact. So if we can demonstrate flexibility and creativity in how we manage our volunteers, how we engage with our ALSes and how we effectively help our work groups be as productive as they can be, then I believe we can satisfy the full spectrum. We can find the right fit-the-purpose job for the people who are interested in being bogged down in long-term assignments and endless meetings – people like me and Olivier.

We can find roles – effective, rewarding, and important roles – for people who only want short-term commitment. And that's okay as well. And everything in between.

I do think if we demonstrate flexibility and creativity we can have a full panacea of volunteers satisfied and working for ICANN and At-Large.

How are we going to do this? We have to make sure you match the people and the task correctly. This is a point which is essential, particularly in the work group context. If you say, "Who would like to be a penholder?" and someone puts their hand up, you need to understand and they need to understand what that means.

Not everyone is suited to be a penholder at the very beginning of their work group experiences. They may not actually recognize that that is still a collaborative situation. You may end up with a penholder who is so proprietarial and protective about their product that they will stop consensus being built because they are too defensive of the words they have written.

You need to know your people and you need to match the tasks correctly. That doesn't mean that you always have the same people in the same tasks. You should always match experience and skill sets with the task, but it doesn't mean that you can't have other people developing skills by working along on those tasks and building up their own skill sets and experience, so then you do know that you have more people to choose from and can get everyone effectively engaged.

You also need to ensure that the time commitment and the expectations for all of these tasks are clear. I don't think anyone ever realizes how much more time is actually going to go into a commitment to a, for example, policy development working group than it would be compared to some other type of working group.

Sometimes it can be the topic which will give the game away. Sometimes it's a bit of a surprise. Some people will think something

should be done in perhaps a 6-12 month timeframe and people are still working on it four years later. So you do have to be prepared, and people have to be respected when they say, "I can't spend that time anymore." The answer, then, as a leader in a work group is, "That's fine. Whatever time you can give is time we appreciate. You just let us know how much you can do and when you can do it, and in some cases how you can do it."

For example, I've had a very productive working relationship in one working group where one particular contributor never – and I repeat, never – attended a single teleconference call and they were [inaudible] 90-minute calls which ran over more than 12 months. It simply was not possible for that person to make those calls. However, they were highly active, actually not in the e-mail list, but in the wiki space and in their ability to edit and comment on draft texts. So find what works and help them match that with the time commitments that they have.

You have to provide support. A whole topic on its own, but it ranges from our wonderful staff support through to the type of support you give within the working group itself, and in that case, a little later I just want to come back and mention a couple of things, which in my experience, help make for more productive working groups.

And you always have to look at offering people a variety of tasks. People like single [inaudible] servers or [inaudible] activities. "I can do the survey, but I can't do the paper drafting," or, "I can edit," or, "I can tally," or, "I can..." You find it out what it is they can do [inaudible] and match the task to that.

All of this means – and here is a term that you may not be familiar with – all mean VMX. MX is shorthand for management. VMX is volunteer management. All of these things mean VMX or volunteer management applications. You must have training both to do it and for your volunteers, and you always need to go back to those things of recognition and respect and reward.

Moving on, because I want to get to interactions and chat with everyone, I want to just bring you back to what will make a success for you. You need to support, nurture, and acknowledge all volunteer contributions large and small. And yes, that may mean thanking and rewarding some people who have contributed, in your view, very little. But keep doing that and they will continue to contribute what they can, and that gives us the diversity quotient, which is so very important.

You have to tell your volunteers, and your ALSes, how much you appreciate the time they have committed and how much their efforts contribute to our work and outcomes. Saying thank you is not enough. Volunteers and ALSes need to see where their work has contributed and how their work has contributed.

Always ask volunteers to help in specific, actionable ways. It comes back to some of what Eduardo was talking about. Inspire where possible by using real-world examples and real-people examples of how their work will help. Sometimes in our naming world we can find that even in the most technical and arcane policy development working groups. You can find “this will help mom-and-pop businesses because... They will be able to keep their domain names, or they will be able to get their domain names turned, or they will have a method whereby the contract which

they are looking at with their reseller has to be in plain language, etc.” All those sorts of things are real-world examples. If you use these, that will always help get people engaged.

Stay connected and keep in touch, ensuring your communication goes both ways. In other words, don't just send it out. Make sure some comes back as well.

And develop a sense of community with your volunteers and ALSes. That's where even virtual gathering can be [enormous use].

The other thing is you have to share success and outcomes. Thanking people helps, but showing them how they've helped is even better. If you reward one person, you actually reward many. How many of you felt pleased, empowered, in some way personally rewarded when you see someone like Siranush getting a leadership award because she's one of your fellow leaders? Recognizing one in fact rewards many when it's done properly.

Let me move now to what should be the last slide. And here is your how-to. In particular, this has got to do working groups. And I've said working groups, etc., because there are work groups which may be at the regional level. It may even be within an ALS. There are work groups which are ALAC work groups or work teams or ad hoc groups and they are usually on topics which are of particular business essentials. In other words, things like looking at our Finance & Budget Subcommittee, looking at pilot programs like the CROPP, the Regional Outreach Programs. These are business types... They're still volunteers, but our business-type work groups.

We often have things like the Technology Taskforce, which of course allows people with a passion and skill set in various technologies and testing technologies to look at how what we do in ICANN can be made better.

You've got a whole bunch of different types of things, not just called work groups, but there are also of course the policy development work groups drafting teams, design teams, sub-teams, subcommittees – there are a million names for them – that happen in the SOs. Within ICANN, we're talking primarily the ccNSO and the GNSO. The ASO does its policy development out at a regional level. But that does not mean that your ALSes should not or could not be involved in that. They can. And what they need to do is realize most of these different types of work groups at these different levels – and now we've [inaudible] cross-community working groups actually operate differently and you need to make sure that you've matched the volunteer wisely and well with the type of operation and demand that that is going to put on them.

You have to respect diversity and what that means in the work group. You need to use support. That's including staff support as well as what I would like to suggest should be in-service training. That's a spelling error there. It should be trg not teg.

As well as the all-important mentoring and peer support. And peer support and mentoring here is a very, very useful tool in the working group because you can bring someone who is experienced in the working group – someone like Olivier Crepin-LeBlond on today's call – and match him up with a brand new person in a work group. And providing they use a little bit of back channeling and a little bit of

conversation behind the scenes, that will allow the new person to feel confident that what they're going to say is going to be well-appreciated or recognized or listened to. They'll be able to ask some of what they might feel are silly questions and then be assured that it's not a silly question. They can put it forward and it's one that the group will be dealt with, dealing with it properly.

So I really would strongly recommend for you to do a buddy system with new and old blood in your work groups.

And consider a soft-entry approach. Most of our work groups now for policy development, but particularly – and I don't know what that noise is, but it is annoying the living daylights out of me and my headset. Sorry for that – have something now. The cross-community working groups particularly started [this up] called participants as opposed to members.

You can be a fully-fledged and active contributor as a participant, but without demands that may be on you as a member in most of these working groups. I'll strongly encourage that we have more and more people participate in these bigger working groups to get the successes and to get the lay of the land and the feel of what it is that we do in ICANN work groups, because success breeds success. You have to find success and we have to grow on it.

With that, I believe that should be my last slide. I'll just check. Terri, I think that's me. Done. Back to you, Tijani.

TIJANI BEN JEMAA: Thank you very much, Cheryl. Thank you for this very, very good presentation. I will not spend more time and I'll try to give the floor to all people who ask for it. I don't see hands yet.

CHERYL LANGDON-ORR: In the absence of hands, I've prepared another pop quiz.

TIJANI BEN JEMAA: Okay, good.

CHERYL LANGDON-ORR: If Terri could put up the second little poll, I'd like to find out a little bit more from all of you. There's three polls in all that I've prepared.

Do you believe that some in-service training should be available in-volunteer management for the ALAC, RALO, and ALSes? This is really to help people like me get a sense of how deeply we should bother going into this business or is it something you reckon you'll all be fine with and we don't need to perhaps put together some online courses or do further training.

I'm seeing a preponderance of yeses come in, Tijani, so I'm going to broadcast the results here and suggest that I think we're pretty safe to say that this is a topic that people would like some deeper knowledge and understanding of.

That brings me back to where I was very much at the beginning where I think we could unpack a lot of what was in that slide [inaudible] Eduardo's and [worked] a great deal.

Now I see Alberto's hand is up. Alberto, over to you.

ALBERTO SOTO:

I just wanted to touch on training precisely, but on two levels. The poll clearly showed that there are needs for that kind of training. In order to manage volunteers, what we find is that there are many times volunteers who say, "We do want to participate, but we don't really have the necessary training." We are working on that, but many times what happens is we do have volunteers to work, but they don't have the necessary knowledge.

If we're dealing with internal working groups, what we tell the is just participate anyway because this is the same way to learn. But we cannot say the same thing if we are working on an ALAC group or an ICANN group or in a cross-community working group, because what we are trying to do is, through ALAC members, we don't want to advance the issues that are going to be dealt with. And what we should do is to create a webinar for the region, because many times, we have the issue that we have no engagement, no participation, because they don't have the necessary knowledge and they just don't [inaudible] to participate because they don't have that knowledge. Thank you.

CHERYL LANGDON-ORR: Eduardo, do you want to take a punt at that, and I'll see if you've missed any bits out I want to jump in on?

EDUARDO DIAZ: Cheryl, no. I have [inaudible]. Why don't you answer Alberto's?

CHERYL LANGDON-ORR: Okay, fine.

EDUARDO DIAZ: Thank you.

CHERYL LANGDON-ORR: No problem. Alberto, I hear very clearly what you're saying and I can assure you that the region that I have spent most of my life working and volunteer operating within Asia-Pacific and Oceania, this is a very important issue for us as well.

I think there is a great deal to be said that having local work done or the opportunity for local input – and they are not necessarily the same thing – to be taken through by members and participants of other working groups.

In other words, what we need to try and do is find the successes and the successful experiences. Some topics may very well lend themselves to have a very regional focus and having a regional webinar – and I know we've done this on a few things – can be really, really positive, and it allows the local ALSes to work in time zones and in language that is best

for them and that increases the positive experiences. And if we manage those volunteers right, we should help everyone up-skill.

However, not everything works well in duplication. So we need to look at what the topics is and what the type of work group we're talking about is and what the dynamic and speed of some of these work groups is going to demand.

So in the case, for example – and I think it's been a very successful case – where the cross-community working group for both the IANA transition and the matters of accountability had taken an approach within ALAC and At-Large that we had this ad hoc working group meeting which fed into what the members and participants were saying in the meeting room.

It's a funneling effect, but it allows a capture, in this case at a cross-community within ICANN, talking through our ALAC members and participants making sure that the voice that they have heard and the opinions that they have heard – and they're often plural – in our ad hoc working group within At-Large is taken through.

That's another way, but it has to be fit for purpose. You've got to match what you do with the job at hand. And if you've got a highly agile, very fast moving work group requirement at an ICANN cross-community level, you may not get as much benefit in duplication at the regional or sub-regional level as you will running a couple of events, even some face-to-face events sub-regionally to allow you to get input and then funnel that in through something like we did in the ad hoc cross-community working group.

But you're right. We have a huge amount more to do with it.

Eduardo, I know you've got a question, but I've got a question sent to me from staff from Diego, and I think I should just read it for the record before you go to you.

It reads as follows: "I agree that saying thank you is not enough. Question. That would improve the allocation of quotas by region for scholarship volunteers, because the balance of approval of those is still [inaudible] on those who do."

Diego, I going to take a stab at that and I'm going to say what you're [seeking] for is a more predictable and balanced way for representation to be made to ensure that regional representation is a fair and diverse thing.

Assuming that is the basis of your question, I would like to suggest that within ALAC work groups and [drafting] teams and all of those sorts of things, we usually seek for very particular types of regional balance.

For example, something like a Budget & Finance Subcommittee will have a mandate of exactly how many Members – with a capital "M" – need to come from the ALAC region, and usually these days from the regional leadership or just region by region as well. But ALAC and At-Large do seek to be as regionally balanced by quota, as you're saying, as possible.

The rest of ICANN working groups do not necessarily run that way, but we have had success in the past, for example, in our activities with working groups for policy development within the ccNSO (the Country

Code Names Supporting Organization) because then the country code operators, they understand the diversity of their regions and cross regions, and so up until 2009, the work group that we have [inaudible] been invited to contribute have in fact always given at least five seats at the table – so that's one per region – to the ALAC. Again, that, in a way, is a quota system.

Now that we have a tendency for allowing participants as well as members, and almost all – there are very few work group or cross-community working group or drafting or design team meetings that are not open. That's a very important thing, because people can get used to what goes on in them before they commit to be a member.

But whilst we now have participation, I think this matter of quotas will become less important. But what is important is if you have someone occupying a quoted seat – in other words, you've been allocated five seats and someone from each region is supposed to be there, then someone from each region has to be there. And I am saddened, if not sickened, by the fact that I have a reputation of being a high-level contributor in a lot of working groups. But I also have the reputation of being the only contributor from ALAC and At-Large in a lot of working groups. And in numbers of times, that is where five seats have been given to us, and I'm the only silly person who keeps turning up. So we actually need in volunteers to engage as well as get the seat.

Let's now go to your question, Eduardo, and then I'll see if we've got any more coming in.

EDUARDO DIAZ:

Thank you, Cheryl. This question was to you, because as you say, you have many years of managing volunteers. Within the ICANN context, there are working groups that have specific things to do. That means they start, they do their thing, and then they disappear.

Now, there are working groups that are standing working groups will go forever because that's the nature of the working group. And the question that I have is how you keep people interested in those groups? Because there is not a goal, per se, at the end of that working group. But little goals going forward. I just want you to share some of your thoughts on how you keep volunteers motivated in that type of work environment.

CHERYL LANGDON-ORR:

Thank you, Eduardo. I'm stretching back here and I've got a great big smile on my face because one of the first things I'm going to say is have fun, because if you can't have fun and work as a team and feel that you have a valued, valuable, and real connection with the people you are involved with in those longstanding working groups, then you probably don't have very successful outcomes.

Luckily, however, what you've described is rarer and rarer. Most working groups desire to have a sunset. Certainly the policy ones do. The standing committee which you describe of course may continue on, but the people who take the seat, the member seat, may and [should] change.

Someone has dropped out and I'm sure Terri will make the magic happen to make that [inaudible].

With that, you need to find [inaudible] really pleased to see in recent times that the ALAC chairs have started to make their standing committees not as narrow as they used to be. Thank you, Terri.

We used to have it you would have an ALAC person, one from each region. Well, that's not good enough. Nowadays, it's far more the norm. It has been in things even like the BCEC and the design teams that look at the regular now renewal of ALAC appointed board members and things like that. They're 10 people. They're not 5. They're at least one per region from the ALAC and one per region from the region. Now, that means that with that design, it doesn't have to be the same people, but you get the [balance] [inaudible].

If it's something that isn't like a BCEC – in other words, dealing with quite confidential issues. Then it would be an open meetings, and that's where someone like me or you or Olivier needs to say to somebody who's interested as a volunteer to become more involved in working groups, "Come along with me and sit in these meetings with me. Be my buddy. I'll show you the ropes."

Then, as I did with Maureen, get them to replace you. That's very much how Maureen became the ccNSO liaison. She was apprenticed, and when she had the degree and skill set, and most importantly, trust from the ccNSO, it was a simple job for her to step up and be a highly effective liaison. I think the same way we should be looking at in the work groups as well.

Does that mean we get rid of our moldy oldies? No. We've still got good things to offer. But we shouldn't be keeping them to ourselves. So

refreshing is really, really important. But having fun and having reasonable [inaudible] purposes are very, very important. In the real work context, it's easier to get away with bad meetings than it is in the volunteer world.

In the volunteer world, people will just leave. People actually need to be looking for expert leaders of work groups, and particularly standing sub-committees. Because if you don't have amazingly effective agendas and really great leadership skills, you'll have a useless product.

Terri, I think we had another couple of questions come through the chat rather than in the Q&A pod. You haven't trained anybody yet. I see one here from [Remi] to both of us, Eduardo and I. There is a need for us to classify/categorize volunteers in ALSes. There's many a times when volunteers are needed for assistance to boost and encourage work for the ALSes' various regions. And then there is a lull, especially in developing countries, such as Africa, absolutely. Remi, that is so true.

That goes back to what I was saying earlier on, that we will have a lot of volunteers who do not want the long haul. They don't want the regular meetings. But they are able to commit, and commit deeply, for a particular project or point in time.

So if you were going to organize a town hall meeting of ALSes on a topic or outreach or engagement or whatever – and it might be while a regional IGF is running. It doesn't matter. But if you've got that sort of piece of work on, you will be able to engage a different group and probably a wider group of volunteers. And yes, some of them will then

go into [low] mode, but every time you give them a success, you give them a reason to come back. And that's an important thing.

I'm very aware of the time and I wanted to make sure that we had plenty of time for the poll questioning that we need to do. Tijani, we have a couple of questions and a follow-up. Can I suggest that, unless any of these are really important, Eduardo and I take these as questions on notice and staff can capture them and send them to us? I did see Alberto has his hand raised, but I think we should probably... I have one more poll to put up, if staff could do that. Alberto, if you want, I think it would probably be best for us to respond to your question or comment if you can put it into the chat or get staff to forward it to us.

I thought, [Remi], I did respond. But if I haven't, Terri will make sure all questions are captured.

Here is my last poll. This is to do with a little bit like the other questions. The last poll is: Do you believe that some in-service training should be available about effective participation in work groups for the ALAC, RALO, and ALSes? That's a simple yes, no, or no vote. I will broadcast the results. With that, thank you very much, Tijani, and hand the meeting back to you. Terri and staff will make sure that we get all questions from chat and that we will deal with them off-list.

Eduardo, do you want to make any final words before we give a call back to Tijani?

EDUARDO DIAZ: Sure. I just want to say that we are volunteers here and this excellent presentation by Cheryl, you should [inaudible] that, especially if you are going to work in a working group. When you put all this stuff together, it boils down to have constant communication and be aware that people's time is [inaudible]. And you should make it fun and always reward what people are doing, no matter how small or big it is. If you have that in consideration, the rest will fall in place. Thank you.

TIJANI BEN JEMAA: Thank you very much, Eduardo, and thank you, Cheryl, for your excellent presentations. Also for the questions, Cheryl. It's helpful to have those questions.

You spoke about training for volunteer management for ALSes, for ALAC, and for RALOs. I think it is done, at least for ALAC and the RALOs, through the leadership training, the participation in the leadership training. I hope that it will be extended to the ALSes, as you said.

I have a special request for [inaudible], if it possible to consider a volunteer management for the working group chairs, for a short time. It will not be as long as the leadership training, but [inaudible], so that the working group chairs would be more – will manage the working group better, considering the diversity, considering everything you present now. [inaudible] necessary for the working groups. I hope ICANN will consider this request.

We have a few minutes left and I would like to remind you that you have five questions to answer for the evaluation. I can turn it to Terri to

remind you and to follow up on those questions. [inaudible]. Okay, go ahead, Terri. Go ahead.

TERRI AGNEW:

Thank you very much, Tijani. The first question is: How was the timing of the webinar for you? Too early, just right, or too late. Once again, how was the timing of the webinar for you?

I'll go ahead and move on to the second question. How was the technology used for webinar? For example, the audio, video, or phone bridge? Very good, good, sufficient, bad, or very bad. Once again, how was the technology used for the webinar?

Thank you. I'll quickly move on to the third question. Did the speakers demonstrate mastery of the topic? Extremely, strong, sufficient, weak, or insufficient.

TIJANI BEN JEMAA:

Terri, it is good. This poll [inaudible] twice.

TERRI AGNEW:

I apologize, Tijani. It's now open.

CHERYL LANGDON-ORR:

[inaudible] wanted to know, just in case we get upset and insulted. I know.

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- TERRI AGNEW: Once again, did the speakers demonstrate mastery of the topic?
- Thank you. I'll move on to the fourth question. Are you satisfied with the webinar? I'm opening the poll now. It will be one moment. Extremely satisfied, moderately, slightly, or not satisfied. Again, are you satisfied with the webinar?
- And we'll go ahead and move on to the last poll question. Thank you, everyone, for completing these poll questions. We really appreciate it.
- TIJANI BEN JEMAA: Thank you very much, Terri. Go ahead.
- TERRI AGNEW: What topics would you like us to cover for future webinars? You can go ahead and type your answers here. I'll now turn it back over to you, Tijani.
- TIJANI BEN JEMAA: Thank you very much, Terri. If you have other topics, please provide them here in this box so that we may connect them and perhaps program them for the next year.
- Thank you, all. Thank you especially Cheryl and Eduardo. I hope that for the next webinar we will have more attendees. Thank you very much, everyone. Bye-bye.

TRANSCRIPTION NAME

TERRI AGNEW: Once again, the webinar has been adjourned. Thank you very much for joining. Please remember to disconnect all remaining lines, and have a wonderful rest of your day.

CHERYL LANGDON-ORR: Bye!

[END OF TRANSCRIPT]