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TERRI AGNEW:

Good morning, good afternoon, and good evening. Welcome to the At-Large Capacity Building Program – 2016, our first webinar of 2016, on the topic “At-Large Working Groups: Best Practices in Chairing, Organization, and Participation,” held on Wednesday, 23 March 2016, at 21:00 UTC.

We will not be doing a roll call as it is a webinar, but if I could please remind all participants 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 our 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 Capacity Building Working Group.

TIJANI BEN JEMAA:

Thank you very much, Terri. Hello, everyone. Good morning, good afternoon, and good evening. This is, as Terri said, the first webinar of the 2016 program. As you know, we had 12 webinars last year (2015) and we intend to make exactly the same number, one per month. Now we are a little bit late for 2016 because of several things, but we will make the 12 webinars. How we will try to make those 12 webinars – I will explain it if you want me to – but now we will start today with this webinar about the working groups.

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

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We have two of the best – I say best – chairs of working groups who are Cheryl and Olivier. I will not wait more, and I will give the floor to Cheryl to start the presentation. Cheryl, please, go ahead.

CHERYL LANGDON-ORR:

Thank you very much, Tijani. Of course, what I've literally just done, which is thank the previous speaker and make sure that a speaker – even a chair – is identified is one of the basic skillsets that, of course, should be ingrained to each and every one of you if you're going to be running or chairing organizations, whether they are virtual as we are here today or whether in fact they are face-to-face because, as you all know – and I am actually filibustering while our presentation gets loaded up here – as you all know, even our face-to-face meetings are [inaudible] what's called "in camera" are always recorded and transcribed where possible into multiple languages.

Of course, with the matter of multiple languages, you as a group of At-Large potential chairs or perhaps even ALAC but certainly of working groups and drafting teams and design teams and activities will frequently be operating in a situation as we are today where there are multiple language channels. We routinely run with three, that being English, French, and Spanish. But of course depending on the regional requirements, we will often add Russian and Chinese, for example, if we're working within Asia-Pacific.

It's really important that not only you but those you are assisting and facilitating in any work group or discussion are very careful to articulate carefully and slowly enough for the interpreters, who today are

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Veronica and David and Isabelle, to pick up what we say and how we say it to try and avoid anachronisms and shorthand and too much local language slang, which of course for an Australian is extraordinarily difficult, and to make sure that if there is a number of people on a number of language channels that you do not forget to switch through and ask each of those language channels do they have people who would like to speak. Indeed, a little later on, we'll talk about how you can facilitate that.

I filibustered now enough to get our first slide up. Before we jump in, I want to get my fellow in crime here today, Olivier Crépin-Leblond, to say a few words. Over to you, OCL. [He may be on] mute.

OLIVIER CRÉPIN-LEBLOND:

I am indeed on mute. I was willingly on mute because that's one of the main problems that one gets when you hand over to someone else. They sometimes are on mute, and so it's great to remind them that they could be on mute. Thank you very much for handing the floor over to me, Cheryl.

We're going to go through a quick presentation here with just a few slides. Then afterwards, I think the majority of the time here will be spent being able to answer your questions, and I hope that there will be many of them coming up.

Let's then go to the first slide. I think I can control this. Oh, yes, I may. That's fantastic. As in any presentation, you need an overview of the presentation. The really most important thing when you're chairing things is to make sure that your audience is going to know what they

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are in for in the next few minutes, finding out really the interesting points that they really don't want to miss, and also being somehow told in advance a little bit what the plan is. It's horrible to arrive on a call and not really know what's going to take place and pretty much work out in the dark.

Today, we'll just have an on the working groups, and then looking at the different types of working groups and the requirements for a working group. These slides were actually taken from a presentation that Heidi Ullrich did previously. Just as a kind reminder of what types of working groups we have in At-Large. Then, what needs to be decided as soon as possible when you create a working group? What does a chair do in a working group? Afterwards, we'll look at a working plan, monthly reports, conducting meetings and calls. All of that is going to be told, and those secrets that Cheryl and I will share with you that you will be able to tell everyone. Let's go to the next slide.

First, the working groups themselves. In general, most of the work in At-Large takes place in working groups for a simple reason that if you have so many different topics to deal with, it's going to be very difficult to just get everyone to take part in it. In order to be efficient for policy advice development, for provision of the primary work that you do as a primary advice to the ALAC, or for capacity building, or for building the organization, all of these are run in one way or another through a working group. The policy process, outreach, engagement, all of that. we do have a page that has a list of all of the working groups that are available, and no doubt staff is going to be able to put this somehow magically in the chat box at the bottom of your screen.

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There are five major types of working groups in At-Large. First, there is subcommittee. Typically, these are tasks that require formal ALAC motions and some kind of a voting of some sort. For example, the ongoing requesting and monitoring of funding like the ALAC Subcommittee on Finance and Budget.

You have standing working groups that are used for work that continues and goes on forever, I guess, unless there is a reason for it to be shut down.

There is the concept of an ad hoc working group which usually is set up for a specific task that the ALAC or that the RALO might wish to perform, specific projects. These are limited in time, although some ad hoc working groups that started up as ad hoc working groups and have then become standing working groups as the work which had started felt as though it needed sustained activity.

There are taskforces, which have mandates to accomplish something in a pretty short timeframe, sometimes just a single issue taskforce.

Then we have archived working groups that you'll find on this page. These are the working groups which have either been merged with other working groups to produce a third working group or which have been inactive for a very long time or have indeed completed their mandate and are therefore put into archive. It's important to archive them and not just delete them altogether because the amount of discussion activity, the archives of those groups are particularly important for our institutional memory, especially since some of these might have been archived four or five years ago and most people might

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not have been here four or five years ago. It's always important to keep those in order to not reinvent the wheel.

As far as the requirements of creation of a working group is concerned, they all need to have the minimum set of, we call it paperwork, but of goals and of documents.

First, there needs to be a terms of reference or a charter for a working group, whether it's a subcommittee, a taskforce, or whatever it is. They all need to have the same set of requirements, the reference or the charter.

Expected outcomes. Obviously, you're not going to put together a working group without an actual goal.

Method of selection of membership, whether it's going to be a closed working group which will have people appointed to it or selected by some kind of a selection committee or something, or whether it's going to be an open working group which is going to be just available for anyone in At-Large to join, whether it needs to be balanced regionally specifically. There are all sorts of parameters involved with this.

There's a nice beeping in the background, but I'll continue talking.

Also, as soon as you start a working group, you need to identify at least an interim chair at the beginning of the working group because you need someone to drive the vehicle. You need to find out a way on how a permanent chair would be selected. Now this could be selected either by the ALAC itself or by a subcommittee of the ALAC or the working group itself would be able to decide on its own chair. That's all really

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down to the purpose of the group. It's difficult to set out an all-out policy that says, "You have to decide on a chair in this way or that way." This is, I guess, the whole nature of the bottom-up model that we are using.

Also, from day one I guess, one needs to choose whether you want this to be a subcommittee, a standing working group, and ad hoc working group of any of the types that I've spoken about just a moment ago.

In going to the next slide, we'll find out that the first thing is the chair. Once you have a chair, you have to decide a number of other things very quickly.

First, the definition and the tracking of the objectives of the work, and then how the working methods. Working methods are what we use to conduct the work of the group.

You have the choice of conference calls, of course. One has to choose very early on whether call timing rotation is going to take place. In the view that we are present in all five regions, it is particularly important to consider this call timing rotation so as for the same people to not always have to be up at antisocial hours or others to always miss the calls because they are always at work or always busy doing something. So that's really important.

On the topic of interpretation, that's also a discussion that needs to be had and a decision that needs to be made. Interpretation is not cheap. It's rather expensive, actually, and it's normal because interpreters require quite complex skills to operate. Therefore, one needs to use interpretation quite carefully. The ALAC has some rules about this but,

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in general, it is always down to the ALAC chair to give the final blessing on whether interpretation should be devoted in the working group or not, bearing in mind that officially the language of work of the ALAC is English. So interpretation is available, but you have to think about it early on and decide whether it's needed or not.

The mailing list, obviously, is particularly important. The [IM] ALAC staff is able to set it up pretty quickly. One of the ideas, of course, is to try and stimulate as much work and discussion on the mailing list as possible. There is nothing worse than having a call every two weeks, absolute silence on the mailing list, and yet the chair is trying to push things forward during calls where less than half of the working group members are able to make it on the calls. It's a recipe for disaster. One really needs to push on having not only discussion on the calls but discussion on the mailing list and at least a good summary of what has happened on the call that goes over to the mailing list with some responses on the mailing list to prepare for the next call.

Wiki pages, very important as well. This is your working group's institutional memory. If you don't fill your wiki pages correctly, it's going to be exceedingly hard for someone coming a month, two months, three months, maybe five months later and catching up as to what was going on. Having to go through maybe dozens and dozens, maybe hundreds of e-mails, maybe hours and hours of conference calls, and not knowing really what to do. So wiki pages are really important. The At-Large staff will help you out in [developing] those wiki pages, and they will help you out in actually being able to organize them for the information to be easily found. There is experience in this community with wiki pages.



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Then the idea of face-to-face meetings, these might happen at ICANN meetings. There are a limited number of timeslots available for working group face-to-face meetings to take place, but they are few and far between. The schedule of the ALAC and of the Regional At-Large Organizations is sometimes so tight at an ICANN meeting that you shouldn't count on face-to-face meetings. On top of that, you shouldn't count on being funded to have face-to-face meetings. This really is ad hoc from time to time. Really, primarily conference calls and mailing lists and wiki pages are the tools for work.

What does a working group chair do? Well, pretty much everything and anything. But at a minimum, the definition of a working plan is really important, and communication is the key to a successful working group. A working group chair that does not communicate with working group participants is set to have a really hard time because if there's one person in the working group that should know what's going on, it's the working group chair. If there is more than one person – and there definitely should be, the whole working group aware of what's going on – the chair has to tell everyone where we are.

The chair is a facilitator. He or she makes sure that all documents can be found in a single location, which it's really a good idea to have some kind of a document store on the wiki pages. It's also important to make sure that documents are not only published in PowerPoint or Word format. Not everyone uses Windows. Not everyone uses proprietary operating systems and the software. So having it in PDF is also helpful. Having it in other formats is helpful too, but at minimum PDFs. This format can be read by most people. You can just download the free software for it.

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Stimulating the discussion on the mailing list is important. I mentioned it just a moment ago. If there is no traffic on your mailing list, ask provocative questions. Inquire whether a current topic that takes place on the ALAC needs addressing by the working group. This is particularly important for standing working groups, which might have been around for a month, two months, six months, a year, or more. Indeed, some working groups have been around for four or five years, and they are there just in case a policy topic or a challenge or some question turns up on the ALAC that requires involvement of the working group.

So be alert to what's going on in the ALAC, and then ask the question on your working group mailing lists saying, "Should we address this proactively?" Don't wait for anyone else to put their hand up because, if you're lucky, some people might put their hands up, but you as the working group chair are the one who is more likely to say, "Hey, that sounds like a great thing for us to do."

Then the other thing, I guess, is to make sure that the working group is run in harmony. Don't be bossy. I know it sounds like I'm saying you're [not] to tell people what to do, but no. It's not quite like this. You need to be showing a lot of knowledge in psychology and being able to basically help everyone enjoy the work, enjoy the topics, and also respect each other.

There are some expected standards of behavior that ICANN has published. There is a link in the presentation that's just here. I'm not going to read through those, but occasionally you do get some characters that become abrasive with each other. It happens

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sometimes. [By] pressure, lack of sleep, anything of these things, lots of factors, we're all culturally very different.

If things go wrong, tell staff as soon as possible. Of course, tell staff by private e-mail. They have been around for a while. There is an ICANN ombudsman here as well that's available to resolve any disagreements or conversations that might have gone out of hand. It's not like you are alone as the chair to resolve any problem that might arise from people having a strong disagreement with each other.

Believe me, you [think about those like this], in the few years that I was chair of the ALAC, there have been some moments when we have had the need of an ombudsman. I remember when Cheryl, who was before me chair of the ALAC, told me, "Oh, by the way, you need to meet the ombudsman. Very important person. They can really help out with diffusing any situation and so on." I thought, "No need for this. I can deal with everything." But no. We had the help of the ombudsman for several things, and in working groups and in the environment that we're in, it was really helpful. I think I've spoken enough about the ombudsman.

The next page is all about the working plan. I've spoken to you about the working plan. What does one look like? Here is an example. This one is one that was done Avri Doria when she was chair of the New gTLD Rollout Issues. That's a standing working group. Many different issues turned up one after the other.

This is a wiki page which has got something as simple as this. You have the Status showing you what's going on, whether the challenge is there,

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it's open or closed or whatever it is. So the Status here, what the status is of the issue. A description, of course, the name of the Issue itself. Any References. Sometimes it's to do with the reference of a statement or a process that takes place at ICANN.

Then there's this big important thing, the Token Holder. You might be chairing a working group, but there still are many different issues that the group has to deal with. Try and delegate tasks to some of your working group members. On top of that, it also gets your working group members to feel responsible for something, it gets them more engaged, and it makes sure that the work is spread among more than one person. As a working group chair, you are not expected to do every single thing in the group. Definitely not because you probably wouldn't be able to do so. So that's really important.

Then, of course, the Notes with an update on what's happening. Sometimes you will see there are some links to some external processes. Here, for example, this specific line was about a statement that the ALAC was going to be sending out. So this working group, the New gTLD Rollout Issues Working Group, ended up drafting the statement and so you have a link to this. It's really helpful as well for someone who comes up right now trying to catch up on what the working group has done to look at that table and say, "Wow. So that's the different things that we've been doing, and now I know pretty much where we are at a glance," which is really helpful rather than having to go through tons and tons of documents and so on.

I've spoken about the monthly reporting. That's another really important thing. The ALAC in its monthly call might call upon a working

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group chair to provide updates on what the working group is doing. In addition to this, it's really helpful to have a record of what the working group has done during that month.

You can see in some months like here, January 2016, this is a working group run by Dev Anand Teelucksingh I believe, the Technology Taskforce. He is very good at reporting. In January, there were a lot of things that were undertaken by the working group. You can see everything listed here. In February, there was no call during that month, but they still put in there "no call this month given the proximity of the Marrakech meeting," but provided a little bit of detail as to whatever had happened, just a one-liner.

It's really helpful because, yet again, not being a member of the Technology Taskforce, I could turn onto this page and say, "Ah, so that's where we are. That's what it has been up to."

That, I believe, is my part, but I can now pass it back to Cheryl Langdon-Orr who is going to tell you a little bit about chairing the meetings and I guess chairing the calls as well. Cheryl, you have the floor.

CHERYL LANGDON-ORR:

Thank you very much, Olivier. Olivier has given us a whirlwind tour on the foundations of how within ALAC and At-Large we operate in terms of our organizational constructs for meetings and [products]. You will [have] noted there that there are various types of meetings. Some of them are, particularly those ones that are standing committee or primary committee meetings – for example, the At-Large Advisory Committee itself or your Regional At-Large Organization meetings – are

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likely to be a far more “business style” of meeting. Many of your work group and task-oriented, be they drafting or design teams or even a sub-team of a larger topic work group or policy development process even, may in fact be able to have average different style of meeting to the formality of what some of you may be familiar with.

Organizational business meetings are usually highly structured and frequently require minutes or activities from previous meetings to recorded, confirmed, and edited or changed if that is needed. They have a number of standing items. They may have certain standing agenda activities which are expected. They’re highly predictable, and they are punctuation points of ongoing activities of a particular type of business. In many cases, that is the administration and management of a larger role. You will see the same sort of thing happen in workplace subcommittee meetings and various business committee meetings. They’re often frequently more formal.

Much of what I’m assuming that you will be interested in doing will be at a slightly different layer of meetings. These will be meetings which are focused on a particular mandate or charter or purpose. Olivier mentioned to you that all of these constructs should have a purpose or a mandate or a requirement outcome which is articulated. That also helps us work out how long and what type of facilitation and support we need to give each of these different types of meetings.

If you have a high-level mandate – it may be to maintain and discuss methods relating to internationalized domain names or universal acceptance – that’s the purpose. Your specific meeting when you are setting up as chair of a meeting, the business for your meeting, the

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specific purpose may be a subset of that. It may be that the purpose for your meeting on Friday is going to be to review the language set discussion that was recently presented for a particular script. So you have your higher-level purpose and mandate, and you need to make sure you set out a specific meeting purpose and aims or objectives, I guess is the other way of looking at that.

I cannot tell you how important that is. I cannot stress how important that is because that should be in our archived web or wiki based record at the top of each page and will allow a reader on review to know what type of business this meeting will be conducting. So when they're looking for something or trying to track down a particular action or look to see if an action is needed to be taken up by the group or another group indeed, being able to scan through and find out what the intent is of any particular meeting is an absolute essential.

The next thing you need to do before a meeting, and here we are lucky particularly with our At-Large staff but pretty much across ICANN because we have experts in scheduling and iCal invitations and working out Doodles and more importantly minimizing the clashes that would occur if we only looked at our own local or regional calendars or indeed even our own ALAC and At-Large calendars. Many of your active members of your working groups or teams will be engaged in a number of activities beyond those that you're interested in, so it's important to try and avoid a clash if you know a team member of your group is also a key member of another activity within ICANN. The staff are able to look at avoiding those clashes or at least minimizing those clashes, so rely on them, use them, and trust in how they manage these things with the tools they use. I didn't even know what a Doodle or a wiki was before I

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became the chair of the ALAC eons ago. Believe me, they are tools I use every single day ever since that experience.

You also need to, and this is all well before a meeting happens, you've scheduled. You've worked out who should be there. That, of course, comes from whether it's a closed or an open meeting. If it's an open meeting and you need to expand to beyond perhaps the cohorts you're usually working with, you may need to advertise. You may need to put these things out in social networks. There are a whole lot of ways of getting an invitation out, but that has to be done.

You also need to make sure you are familiar with as a chair of whatever platform you are using for your meeting. I don't mean just the virtual rooms and the types of tools that we use like our Adobe Connect or some [inaudible] and other things. There are various WebEx and stuff that we use.

Regardless of what you are using, even a physical space in a conference center, make sure you are familiar with it. It is going to be your stage, and if you need to have a run-through, have a practice of how you progress the slides if you're running a PowerPoint within an Adobe Connect room, if you want to make sure that right down to the temperature of the room is optimal in a physical space, you're the chair. While facilitating, you are working specifically to optimize the outcome of your meeting, so get used to the platform, whether it's virtual or a physical space one. Make sure if things need to be changed, they're changed and set up well in advance of your meeting starting.



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There is nothing more frustrating for busy people than to sit for the first 10 or 15 minutes of somebody's meeting while they adjust the temperature in the room or the lights or whether the audio is working. So prior planning at least with the physical meetings, but certainly even with the meetings. Get in to the space 10 to 15 minutes before you expect the meeting to start and double check things.

Well in advance of all of this, you need to make sure as chair, unless you've allocated this role to some other member which may be a co-chair or a vice-chair or just a topic lead, that all the preparatory and support material, including an agenda, is available. We don't often in our world send out reams of paper. We will occasionally provide things on thumb drives and notebooks and things, but predominantly what you will be doing is arranging a digital copy and sending out a link to where you have your digital copy of your material.

That is a very important thing to be done as far in advance as possible. With our virtual meetings, you will find that a draft agenda, which is usually a clone of a previous meeting's agenda, will go out as a placeholder. Then as chair, your job is to get into that draft agenda and to specifically modify it to meet the needs of your particular meeting.

Everything which you are putting into this preparatory work is all about helping the participants in your meeting to be better prepared and to be more enabled to make positive input and most importantly to recognize what the business of your specific meeting is and how you're planning to accomplish the aims and objectives of that meeting.

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If you have a very regular meeting, a weekly or in some cases multiple times a week, an agenda might be much leaner, much lighter, but not necessarily more superficial. It may be that your Tuesday morning meeting is going to be focused on a particular topic as you work through a work plan, and then your Thursday afternoon meeting or evening meeting is going to be a review of the outcomes of your earlier meeting. So that's not going to take the same amount of preparatory and support material as a meeting that occurs once every three months. But it depends on topic, it depends on your purpose.

In a perfect world, these things go out well in advance. However, you are all volunteers, and we know stuff gets in the way sometimes. You will not be hung, drawn, and quartered if occasionally what you would like to have had in advance goes out a little bit late. But if it has gone out within 6 to 12 hours of the meeting happening, you also shouldn't expect everybody, particularly those who aren't in the same time zone as you are working from, to have got up to speed. If you're late at getting your material out, then you have to plan in time at the introduction part of your meeting to make sure everyone has had a look at it and is prepared as they would have been if they'd had a week or ten days to look at their material.

Olivier mentioned the matter of our language services requirements. You will find there are some types of meetings where the decisions being made or the discussions being had are so important that for the archives they are available in multiple languages but we will have language services for the interpretation of what is being said in the English channel into other languages even if we don't have participants

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in those language channels. That's not very common, but it an occasionally important thing to realize it can be done.

Some of our webinars, for example, are so important material wise to record in multiple languages that even if we didn't have someone in the Chinese language channel, for example, the fact that a Chinese language record was being made allows people to come back to the material and bring themselves up to speed in their local language. So you do need to check about language services.

But you have to make sure that there is some form of recording. In our world, in this world of ICANN, everything you say and do can, should, and will be taken down, recorded, and be there for posterity's sake. Of course, that means you have to be cautious, careful, and sensible about what you're saying.

Let's move on now to what you need to do during. Here I'm going to talk about the first of the jargon type terms that if we were to be running a more advanced course on chairing, we would be going into in greater detail. But at this level, I want to introduce you to the very important concept that you need to work with an actionable agenda. Your agenda is a roadmap for your meeting, regardless of the type of meeting you're having. But an actionable agenda is something that allows you to be more effective and to follow your work plan, whether it's a large, all-encompassing, overarching, mandated-by-a-charter work plan or whether it's an organically-grown one where you're looking at something, identifying a problem, raising an action item out of it, and then going into a new topic.

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It is very important that if you have a formal work plan, which of course can often be reviewed during the life of the work, that when you can map – and clearly map – the component of work you’re doing in a meeting to that, it is done so and it is recorded. It is very hard to remember after, say, 14 months of work on something whether or not you covered something as a decision or whether you simply had it as a discussion. So record and report, record and report, record and report. Have I repeated that often enough? I hope so.

When you’re setting up your agenda, try and use verbs or action words which will lead your participants to have certain expectations as to what they will be doing. Things like “decide, discuss, review, select, finish a plan, or propose,” just the use of those words and whatever equivalent in whatever language indicates what you expect your participants to be prepared to do. One would assume that, for example, discussions may preempt or go before a decision. And if you’re going to be planning, you may have a more open and freeform set of conversations than you may if you were selecting or finishing on a topic. Make sure you use action words wherever possible to be really clear about what you expect your item in your agenda to do.

Wherever possible as a result of an agenda item, see if there is an action item (or as we often call them, “AIs”) or tasks that should be able to happen as a result of your actionable agenda. Sometimes it may be that you haven’t managed to complete enough work on something, and not every item in an agenda will create an action item. But it may create a “to be continued,” “to be followed up at a future meeting,” “to be reviewed in six months’ time.” That in itself is important to note and to track just as you would an action item which may say, “Mary is going to

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research something about a particular script in a particular language and get back to us for our next meeting.”

Notice, I started to use person’s or people’s names in linkage with these action items. It is very important to see that someone is allocated either as a lead person or people, it doesn’t have to be one. In the example Olivier showed you, it was called a token holder. If it’s going to be something that might be designing a draft of text for consideration by a larger group, we may call this position a pen holder. The allocation of people or a person who “own” these tasks is very important.

Whether or not you publish them as part of your actionable agenda, as chair please allocate rough timings for each of your agenda items or topics. Some of your agendas you will see will have very specific timings. It will say “3 minutes for this,” “10 minutes for that,” “5 minutes for something else.” Or it might be slightly flexible. It might say “10-20 minutes for something.” That allows people to get an idea of how much time you are going to devote to each of your activities.

It also allows you to track how things are going. You may have as a chair while you were putting your agenda together predicted that only 10 minutes or 5 minutes is going to be taken for something, and if you’re already getting to 7 minutes and only half of the hands that are showing on your virtual meeting room have had the opportunity to speak, then that’s telling you immediately you are going to have to find more time for this discussion or somehow postpone it and come back to this discussion later.

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You always have to be flexible. Agendas can be agile, but they certainly don't need to be other than actionable.

While you're doing your meeting, you certainly need to do the following, and that is work absolutely diligently to ensure participation or at least the opportunity for participation of all the voices to be heard. This is not easy if you have a group that is 124 people large. That's hard. Just spending 30 seconds with 124 people takes an awful lot of time. So you may find it easier to work with smaller groups until you develop your skillset.

If you have language channels, always make sure you take the time to ask, "Are there questions, are there comments, is there input from those language channels?" That will mean that you have to do the [silence] – and I just did it then – break. Give enough time for someone on the Spanish, French, or Chinese channel to say in their local language to the interpreter, "Yes, I want to say something." Then the interpreter has to say back to the English channel or whichever channel you're running in – we mainly work in English, so I'm going to keep saying English, but it could be if you're in LACRALO, your primary language is going to be Spanish, for example – but whatever your main meeting channel is, then that interpreter has to have time to say, "Mary Smith wishes to say something." Allow for time, and make sure that you remind the mute/unmute option as well.

If you have some people who are passionate about a particular topic or have what they believe is the answer and they're trying to convince everybody else that their way forward is the way that should be followed, you may have dominant participants in a particular meeting. If

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that's the case, you as chair have to work to ensure that they do not overshadow others.

It is a very challenging task, and sometimes that means setting up rules that everyone agrees about at the beginning of your meeting or at the beginning of your whole work plan. Sometimes, as you will see, it is important to say, "You can have one or two interventions or comments on a particular topic." Otherwise, you might have someone who comes back five or six times on something now allowing, for example, other voices to be heard.

You may say that there will be a time limit, that interventions can be five minutes to start with and two minutes for follow up. It doesn't actually matter what method or mechanism you feel is going to work best. What matters is if you have a problem, a dominant and less vociferous or more passive or silent participant, find a method, get it agreed upon, and find a way to have everyone's voice able to be heard.

Remember, however, not everyone is as comfortable with making verbal presentations as Olivier and I are. So allow for silent participants to find other ways. They may feel more comfortable in the e-mail exchange. They may feel more comfortable putting comments or directly editing on a wiki page. Work with your participants to find the best way to get their voices heard.

Please make sure at the beginning of the meeting that you call for proposed additions or changes to a published agenda. I would strongly recommend that you do it this way rather than set an agenda at the

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beginning of your meeting, other than for meetings which are very much at the beginning of a process.

Under normal circumstances where you have 60 or 90 minutes that you want to work within, have a planned agenda out but always ask, “Are there any other additions or changes?” For example, if Alberto who has to leave us had an agenda item that he was particularly interested in, he should be able to say, “I need to leave in 30 minutes’ time. Would the chair mind if we move Agenda Item 6 forward?” With the agreement of the group, you do that and it allows someone who may not be able to commit to the full time or be present for a whole meeting to have their business attended to in a timely manner.

It’s always handy to ask early on if there’s any other business that is already going to be foreshadowed. If you know that three people have any other business that they’re putting forward and you’ve only allocated 5 minutes for any other business, you need to know that early on because you’re going to have to find time somehow. That may mean by dropping one of your other agenda items for a following meeting to allow 15 or 20 minutes for your any other business because the newly presented issues coming from any other business as it’s foreshadowed is, obviously, going to take some time.

Whenever you are bringing a set of discussions or deliberations toward a point of decision or agreement or if you’re bringing it to a point where you are leaving it for that meeting and you are going to perhaps follow it up at a future meeting, recap. The best chairs recap and repeat. They use the word “what I have heard” or “how I understand the conversation is...” and then they state in simple language what they



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believe the consensus is. Then they allow the group to confirm or not whether they have the right of it. That is a most essential tool and one that I would suggest is the second most important beyond an actionable agenda that you need to learn to use. Recap and repeat.

You also need to be – and if you can't be, you shouldn't be chair – neutral. In some cases, in some types of working groups, you may actually have an independent, a genuinely allocated and appointed independent chair to act as a facilitator. But if you're not working with a specifically independent chair and you are chairing, you actually are not in a position to forward your personal or your constituency's view. You actually need to make sure that if your constituency or your personal views are so important that you get them heard and considered as you build consensus on a topic, you really need to consider whether going to be a chair for such a work group is the right thing to do. A chair's job is to make sure that they are demonstrably neutral.

That does not mean that from time to time you may not say as a chair, "I'm just taking my chair hat off for a moment, and I want to bring in a perspective from my end users' point of view." That's okay. But it's declared and it's clearly delineated that you are not exerting influence unduly as your position of chair.

One of the things you will find extremely useful is the use of subsequent reads before you have decisions. Many work groups require a first, a second, and possibly a third reading at different meetings before an agreement on consensus or a decision is made. We could go on for some full 90 minutes' additional work to discuss how we can manage

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the difference between reviewing an issue and rehashing a decision. But one of the key tools is your archive and your record.

Olivier has covered a lot of this, so this is just a slide for you now to remember the work you also need to do after. That is get the minutes, get the meeting records or the links out. Make sure that your archives and materials are updated. Also, that if there's any particular operational procedure requirements, such as statements of interest which many of our work groups require, are lodged and updated. That you have what's called standing agenda items, such as calling for any changes to SOIs to be updated at the beginning of a meeting, which is under what's called rules of continuous disclosure.

You also need to make sure between meetings that those action items are followed up on, and that doesn't in six hours' time the meeting is on and you e-mail people to say, "Have you done what you said you would do three months ago?" It means that three weeks before your meeting, you check with people who own an action item, how are they going, and whether or not they need some more assistance to get something done.

One of the other things, like the difference between rehashing and re-litigating an issue, is working out how to sort out small fires from big issues. There are lots of tricks of the trade that perhaps in another topic we can look at, but whatever you do it has to be transparent and accountable.

That, ladies and gentlemen, brings me to my close. Olivier, I didn't see any questions come through. I know we've got some questions for the

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group, but let's see if the group has any for us. Olivier, you don't have to put your hand up. The floor is yours.

OLIVIER CRÉPIN-LEBLOND: Thanks very much, Cheryl. I was just going to add three more things because I do realize we only four minutes before the end of this call, I think. The question was to do with if you are a working group chair and somehow you have a problem, you're lost, you don't know who to ask and so on? Well, for one, you have many other At-Large working group chairs who can be around helping you out, mentoring, sharing their best practice with you. That's one way, one type of people you can ask.

You can also ask ICANN staff. They are here to help you. They can help you on content. They can help you on process, in all sorts of ways. Every working group has an At-Large staff that is registered and devoted to supporting that working group, so you will be working closely with them.

Finally, you have At-Large members that you can ask questions to who have been around for a long time. They can help you out on content, process, expertise, all of that. It's particularly important. We are, I would say, a very friendly community, so don't be worried about being new to this. We've all started as new. I started as new and was thrown into the deep, and I think I spent my first year asking questions and not answering many. But with time, you can learn.

Anyway, let's open the floor for questions. We have a few minutes left. My Internet has just gone down.

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TIJANI BEN JEMAA: Thank you very much, Olivier and Cheryl, for this presentation. I'd like first to ask if the interpreters can give us at least 10 minutes more because we are running out of time and we still have two points on the agenda and we need to have questions from the attendees. Can the interpreters give us a little bit more time?

TERRI AGNEW: Hi, Tijani. Our Spanish interpreters are able to extend. We are almost at our limit with our French interpreter though.

TIJANI BEN JEMAA: Okay. Please, we will start first by the pop quiz, Terri. Please, go ahead for the pop quiz, and then we will see if there are questions we will ask Cheryl to answer them. Go ahead, please.

TERRI AGNEW: Thank you. We do have several pop quiz questions for you. They now appear on the bottom right-hand pod. Our first pop quiz question: How is the timing of the webinar for you? Too early? Just right? Too late? Please cast your vote now.

Thank you, now that you all know where the pop quiz is at, we'll go ahead and begin with the pop quiz questions from our presenters. One moment while the first one appears. It is important that a chair is demonstrably neutral or independent in their role. True or false? Please

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cast your vote now. Cheryl or Olivier, if you would like to share the answer.

CHERYL LANGDON-ORR: I need to come off mute. I sincerely hope we have got that 100% of true that I can see. Yes, it is absolutely essential that they can be demonstrably neutral. Let's move to the next one, thanks, Terri.

TERRI AGNEW: Thank you. Pop quiz question number two. One moment while it appears on my screen. Agendas are useful but really only a general guideline for effective and efficient meetings. True or false? Please do share the correct answer with us.

CHERYL LANGDON-ORR: I would like to very much, and I find this interesting. I think we need to recap it another time, Tijani, because agendas are useful, but they are far more than general guidelines for effective and efficient meetings. They are essential for effective and efficient meetings. So the answer really is false, but perhaps that's more how the question is written.

TERRI AGNEW: Thank you, and moving on to our third: Actionable agendas are desirable. True or false?

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CHERYL LANGDON-ORR: Perhaps a far more simple question, that one, I hope. Oh, now, someone is just playing with me, I'm sure. I reckon that's Olivier doing that. Olivier?

OLIVIER CRÉPIN-LEBLOND: I am not playing.

CHERYL LANGDON-ORR: Are you sure?

OLIVIER CRÉPIN-LEBLOND: If I was playing, I'd be going like this. So I'm not playing. I'm actually not voting at all.

CHERYL LANGDON-ORR: The answer is true, Terri. Next?

TERRI AGNEW: Thank you. Two more pop quiz questions to go. Timing, even rough timing, allocated to each agenda item or topic aids in effective meetings. True or false?

CHERYL LANGDON-ORR: Excellent. I'm delighted to hear that everyone believes timing is important because it most assuredly is. And the last one, Terri, is?

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TERRI AGNEW: Thank you. Our last pop quiz question: An effective chair will ensure that all voices and opinions in the group are facilitated to be contributed, discussed, and considered. True? False?

CHERYL LANGDON-ORR: I think Terri almost led you to the answer there, ladies and gentlemen. Come on, Terri. You have to be more neutral than that. And you've got a great broadcasted result there. Thank you very much. It is important that we do make sure that. Really, you were all paying attention. You have done very well. Thank you, and back to you, Tijani.

TIJANI BEN JEMAA: Thank you very much, Cheryl and Terri. Now, Terri, can you please give us the evaluation on the Adobe Connect?

TERRI AGNEW: Certainly. Thank you all for joining. We do have some questions regarding our follow up on this webinar that we would like you to answer. What region do you live in at the moment? Please cast your vote now.

Moving on. Thank you. How many years of experience do you have in the ICANN community? Please cast your vote now.

Moving on. How was the technology used for the webinar? Example: your audio, video, and phone bridge. Please cast your vote now.

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Did the speakers demonstrate mastery of the topic? Please cast your vote now.

OLIVIER CRÉPIN-LEBLOND: Cheryl and I are not allowed to answer this one.

TIJANI BEN JEMAA: No, you are not.

CHERYL LANGDON-ORR: I was going to say that you were good and you were going to say that I was good. I thought we had that sorted out, Olivier, but anyway.

OLIVIER CRÉPIN-LEBLOND: Conflict of interest. I know you.

CHERYL LANGDON-ORR: Oh, I know you. Remember who got you to get the first copy of Robert's Rules? We could really appall this audience with that.

OLIVIER CRÉPIN-LEBLOND: I still read it daily. That's [inaudible] mention, by the way.

TIJANI BEN JEMAA: Okay, Terri, next question?



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TERRI AGNEW: Thank you. Two more evaluation questions to go. Thank you very much for staying on with us. Are you satisfied with this webinar? Please cast your vote now?

Question: what topics would you like us to cover on future webinars?

TIJANI BEN JEMAA: Please fill this question. Even if you can't do it now, please send an e-mail about that. If you can put it now, it is better. If you cannot, please send an e-mail. It will help us define the topics that we will cover in our next webinar. We have already a program for the next six months, but for the remaining months we will need your help. Thank you very much.

Any questions for Olivier and Cheryl? I don't see any hands.

CHERYL LANGDON-ORR: And, Tijani, I don't believe I saw anything going through the chat during the call either, so I think you're all clear.

TIJANI BEN JEMAA: Yes, okay. Okay, thank you very much. I know that the French interpreter has left us. Thank you, Cheryl, very much for your contribution. Thank you very much, Olivier, also for your presentation. Thank you all for participating. Thank you for the staff and for the interpreters. This was a good webinar. I hope you benefit from the presentations and see you in a few weeks for the next one. Bye-bye.

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CHERYL LANGDON-ORR: Thanks, everyone. And thanks for recognizing that we did try and squeeze 90 minutes into 60 plus 7 minutes' worth of "administrivia." So thank you all for your attention.

TIJANI BEN JEMAA: Thank you. Bye-bye.

**[END OF TRANSCRIPTION]**