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MARIO ALEMAN: Welcome and good morning, good afternoon, and good evening, everyone. Welcome to the ICANN Academy Intercultural Awareness Program Call on Friday, the 6<sup>th</sup> of October, 2017 at 7:00 UTC.

On the participants, we have Juan Manuel Rojas, Ines Hfaiedh, David Kolb and Satish Babu.

We have apologies from Sandra Hoferichter and Javier Rua-Jovet.

From staff, we have Heidi Ullrich, Claudia Ruiz, and myself, Mario Aleman, join as well the call administration to you.

With this, I would like to remind all participants to please state your number before speaking, and thank you for joining the call. I will turn it back over to you, David. If you could please begin the call.

DAVID KOLB: Great. Thank you so much. And thanks, everybody, for taking the time to pull up for this call. The purpose of this call is to get your feedback on the agenda in the slides, the program in general on where we're headed with things for the delivery in November.

The hopeful outcome of the call will be that I'll have some feedback to do any tweaking or changes to the slides, looking at agenda and make those changes. And then the next step will be delivery of the program. So there won't be another call between now and Nov 2<sup>nd</sup> with Vassilis who's going to be delivering the program. But rather, whatever feedback we have from today or whatever you provide me with via e-

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mail perhaps in the next couple of days after the call is we'll make those changes and then we'll do our pilot from there.

So that's where we are in the process because Abu Dhabi is getting very close very quickly so we don't really have time for additional feedback calls between now and then. I also want to spend some time talking about the role of this particular group of people too and find out who's going to be in Abu Dhabi and roles that you might play during the six or seven hours that you're together face-to-face.

So with that, I'll go to introduction for the team members to find out who all is here and what your interest is in working on this culture program. We'll just do intros that way. I can't see Adobe Connect so if there's a hand up, I'll let Mario. You can call on people.

MARIO ALEMAN:

Yes. Thank you, David. We're going to start with our first participant on the list, Juan Manuel. You could go ahead, please.

JUAN MANUEL ROJAS:

Thank you. Good morning, everyone. Okay. I'm trying to connect in Adobe Connect also. I am from Colombia. Wait, I'm putting my Adobe Connect in mute right now. I am working as a professor and I'm also a [researcher] in the government. I have been working [as] RSSAC consultant. I don't know what are the [inaudible] here right now.

Okay. I don't know. I have been within ICANN since 2011. I'm glad to be here to be part of this and work together [to do] this project. Thank you.

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DAVID KOLB: Thank you.

MARIO ALEMAN: All right. Thank you, Juan Manuel. We could move forward with Ines. You're next.

INES HFAIEDH: Hi, everyone. I'm Ines. I am from Tunisia. I'm a teacher. I've been teaching for seven years now. And last year, I was teaching as a Fulbright teaching assistant at the Catholic University of America in Washington, DC. ICANN-wise, I'm the Executive Committee Representative of Africa in NCUC. And also, I am an ISOC Tunisia member and I coordinated the first Tunisian School of Internet governance that will be held the 16<sup>th</sup> of October.

I'm really interested in the Intercultural Program because when I took part in the Leadership Program before ICANN58, I really felt that we needed to discuss culture and there were some cultural misunderstanding or maybe some people cannot fathom some cultural differences. So I felt I needed to step up and to participate in this program. And I'm looking forward to learning from all of you. Thank you very much for the opportunity.

MARIO ALEMAN: Thank you, Ines. We're going to move forward with our next participants on the list. Satish Babu.

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SATISH BABU:

Thank you, Mario. I hope you can hear me. I'm based out of India, which is a very diverse country today. I am presently the Chair of APRALO, the Asia Pacific Regional At-Large Organization who's more to [inaudible] celebrating diversity. As you can imagine, Asia Pacific is a very vast region with a lot of diversity even within countries like China or India, the big ones as even the smaller ones.

Now, I have been also involved with the India's School of Internet Governance. Right now, we are preparing for the second edition. And there, we have a lot of people from different backgrounds both from within India and from abroad with [inaudible].

Culture is an issue sometimes too. And of course I enjoyed the Leadership Program very much. Ines was there with me in this batch, last year's batch actually. And we had not insubstantial discussions on culture there also, someone who's on an ongoing basis exposed to multicultural groups and situations.

In the context of ICANN, certainly, when the decision-making is based on rough consensus which means you have to take your group with you. And there, [with] a very diverse group culturally, it actually makes a lot of sense to understand a culture as an important aspect of this whole dynamics.

So I am personally interested in culture and I think I'll gain significantly from this exposure and I'm looking forward to this program. Thank you very much.

MARIO ALEMAN: Thank you, Satish. With this, actually, we have no more participants. David, so back over to you.

DAVID KOLB: Okay, great. Can you pull up the draft agenda for the program, the sheets that has Developing Culture Intelligence at ICANN? Do we have that handy?

MARIO ALEMAN: Yes. That's the one, the Cultural Program Draft Agenda, right?

DAVID KOLB: Yes.

MARIO ALEMAN: All right. Yes. In display now.

DAVID KOLB: We're interested in just the agenda portion as you can probably scroll so you get a split between two pages right now.

HEIDI ULLRICH: Mario, I'm going to go ahead and unsync so everyone can scroll on their own. If you do need to expand it, you can make it full screen by clicking on those four outward facing arrows at the top. Thank you.

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DAVID KOLB:

Yes. Thank you. I'll start with an overview of the entire program and then we'll come back to the specific face-to-face part of the program and where we're trying to head with this and where your input would be helpful on this.

The entire program, the intention is to have a pre-call about two weeks before the program. And Vassilis would schedule that call. We would Doodle it out to the entire participant group. The purpose of that call is to really get a feel similar to how we just did our introductions, to say what's your interest in culture, what are your challenges with culture as you do your work within ICANN. And try to keep it within that ICANN context because obviously we're going to expand past that but we'll try to keep it in that context.

The purpose of that first call is to get a feel for what are the needs of the group so Vassilis can then start to look at, "I'll tweak this, maybe more emphasis on this" and he can really do the fine tuning then for the face to face meeting in Abu Dhabi.

The face-to-face meeting runs from 10:00 until 4:30. I guess it's the day after the meeting has ended so we know how that last night goes sometimes. We thought we'd give people the luxury of having a bit of a morning in. We could adjust that, but I think right now, these times are pretty set.

Just to go through the agenda in brief, and there's more of a description here in front of you, essentially, we'll start out with overview of the day, personal introductions around the room. Having the pre-call will save us

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some time here because we've already done some introductions of those that made the call.

And some people probably hopefully, everybody's planning on being in Abu Dhabi. We haven't set up as a dial in for these face-to-face sessions. And there's so much interaction in room exercise.

From there, we move into an overview of what we're calling cultural intelligence of looking at we're using emotional intelligence as a base which we discussed a bit at the Leadership Program of just looking at behaviors and knowledge and awareness as the three elements of cultural intelligence, that we see these behaviors. And if we know about that culture and have awareness about that culture, then those behaviors may not seem strange to us or different from us or we may have a better view on what's actually taking place now and not make us feel wrong assumptions which ties into the four elements of emotional intelligence in terms of self-awareness and self-regulation and being aware of others. It just makes for a nice foundation. So we're not spending a lot of time on emotional intelligence because we've already covered that but it's just a good foundation for this cultural intelligence aspect.

And then we have this ICANN panel discussion. And one of the things that I want to get from you folks maybe that you're the panel if you're all going to be in Abu Dhabi. And what we want with this panel discussion is Vassilis would facilitate the discussion to talk about ICANN's specific challenges around culture. So taking it out of the 30 plus people in the room but ICANN in general, what are the patterns of cultural challenges that we've seen over time in ICANN so that

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everybody has an awareness of what's going on in the larger organization in the community in terms of culture and that's what the panel discussion is about.

So it's talking about that and then a lot of interaction with the participant group as well. And we'll figure out the way that we want to structure that as Vassilis and I start to coordinate a little bit farther, but any suggestions would be great.

And the purpose of having this panel discussion is really, we want to keep this as an ICANN culture discussion. So it's not just a generic program on culture, we're going to cover some topics obviously after lunch with that but really what are things in ICANN that are related to culture.

Break for lunch and we'll come back at lunch on logistics in terms of what kind of lunch we want to do. And then we come back in. and Vassilis has some different video clips he wants to us to warm up the group in terms of thinking about culture. There's lots of stuff out there and you may have some suggestions as well.

And then the activity comes around, these aspects, or these dimensions of culture of looking at relationships and the social context, time, power, getting things done, communication which is a nice foundation of dichotomies that you'll see across different cultures. And I think within the participant group, and even within the group, the three of you on the phone right now, we've got a great diversity of culture and throw in Vassilis who is Greek, of looking at these individually but also then looking at these in the groups.



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The way the activity is going to run is essentially we'll put a line down the middle of the room and have people line up according to their culture of origin. The first sorting, if you will, let's say it's relationships, individualistic versus collectivist is like, "Is your culture of origin more an individualistic culture or a collectivist culture?" And obviously, we'll explain what that is. And so, people line up accordingly.

Then we have them resort based on where they personally feel they are. And a lot of times, you'll see people that are resorting across the line or right at the line and that makes for interesting discussion points on. So why do you find yourself falling that way? Because what we've seen is we did this kind of work in McKinsey and Company was there's just this amalgam around the McKinsey culture where people tend to come together more around how that corporate culture is based.

And what my wondering or my hypothesis is that there's a certain kind of ICANN community culture too in our own work cultures that make us resort that could be different than what our ethnicity might put us into.

HEIDI ULLRICH:

David.

DAVID KOLB:

I'm sorry. Go ahead.

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HEIDI ULLRICH: Yes. I'm not sure there are some comments in the AC room. Would you like us to just wait until you're finished or go ahead and interrupt you like I've just done?

DAVID KOLB: Well, you did a fine job, I might add. Yes, so let me do 30 more seconds and then we'll do some comments on that.

HEIDI ULLRICH: Sure. Okay.

DAVID KOLB: So to finish up on this piece, so we would do that sorting around these six different dimensions of culture. So that piece is around an hour and a half or so. And the purpose of this is to start to have people think of, "Okay, so what are the different dimensions of these cultures that I'm looking at and den what I'm living in, what I'm dealing with?" And then we'll also get an idea of what are some of the behaviors that are attached to this. So I'll stop there and go to comments.

HEIDI ULLRICH: Okay. Thank you very much. I just want to let everyone know, this is Heidi. But also I've just unsynced the agenda so you can now scroll on your own.

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Okay. Ines have said that in terms of timing, I'm wondering if 10:00 to 10:30 would be enough for the introductions as my understanding there were around 30 people.

And Satish adds, "Very sufficient at one minute per person, it would be at least 40, 45 minutes."

Ines said, "In Abu Dhabi, we will be lucky to find very diverse [inaudible]." And that is it. Thank you.

DAVID KOLB:

Okay. Yes, and good thoughts on the introductions. And one of the pieces with the intros was more about with such a large group, having the pre-call, if everyone is on that, we've done introductions there. So we may do tabletop introductions where we have them just introduce themselves at the table versus having 30 or 37 people introduce themselves around the room or have a very clipped, I'll say maybe it's two minutes per person or even a minute and a half of let's just have a quick introduction of who you are, where you're from or something to that effect.

The third option then is we adjust the timing. Once we get a little bit more information about where the panel discussion is going to go, that may be 45 minutes versus an hour. So I think we can make some adjustments in that morning time where we can accommodate the introduction.

Finding the diverse cuisines, I don't know about that for Abu Dhabi. We can talk about that for the lunch. We can talk about doing kind of an

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ethnic lunch. So that's part of our program. Should we move on to the next piece?

HEIDI ULLRICH: No, this is Heidi. Yes, go ahead, Mario.

MARIO ALEMAN: Thank you, David. We have two people that have raised their hands. Ines and Satish. Would you like to [say something]?

INES HFAIEDH: Okay. Thank you. Can I go ahead?

MARIO ALEMAN: Please.

INES HFAIEDH: Okay. So about the introduction, I think that between 10:00 and 10:30 as we said is short. And even if we're going to limit our friends and colleagues that we know very well from ICANN with two minutes, I don't think it's going to be enough because always when it comes to introductions, it always goes beyond time and overtime.

So I would suggest the pre-call idea is a really great idea so that we have an introduction and so that we get to know each other. And for the face-to-face introductions, I would suggest that each one of us writes down on a piece of paper a secret or something really particular about

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ourselves or something we wouldn't have expected about each other. And then we would stick those papers on the wall or something so that this would be like an ice breaker and at the same time, it would make introductions really, really short. This is just a suggestion. Thank you.

DAVID KOLB: Okay. Just a question with that. I like that. And so, in doing that, I'd put my name and something surprising about me and then everybody just woks around and reads what somebody put on the wall?

INES HFAIEDH: I think it would be funnier if we don't put our names on it like I would put something really particular as strange and weird about myself and I would maybe hide the pieces of papers and then somebody also different would take all the papers and put them on the wall and then would guess who is that person from that table, for example.

DAVID KOLB: Okay. I'm just thinking if this would be longer or shorter. So then we go to the wall at that point and try to guess who belongs to what?

INES HFAIEDH: For example, who belongs to individual versus collective. Yes, it could be to make a connection with the part that we're doing on the afternoon, individual versus collective or high versus low. I don't know. Just an idea.

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DAVID KOLB: Yes. So what's great about that is in that sense, I'll mention to Vassilis and thinking about and his bag of tricks as well is what kind of icebreaker can we do. And maybe instead of group introductions, it'd be nice to have a face with a name. So even if somebody just stands up and says, "My name is, I'm from here" just so we know who we're talking to in the room and we'll have name tags obviously as well just so we can get started. But some sort of a warm up or an ice breaker might be longer. So I'll definitely make a note of that. Thank you.

INES HFAIEDH: You're welcome.

MARIO ALEMAN: Thank you, David. And thank you, Ines. We have Satish Babu.

SATISH BABU: Thanks, Mario. My thoughts are in continuation with what Ines had suggested. I think there are two aspects to the introduction. One is the baseline information, the name of the person where he or she is from and which part of ICANN [inaudible]. This could be even done over e-mail or a wiki so that part is taken out of it and it's really like a [inaudible] Facebook that we can refer to.

The other part, the more interesting part would be what had just mentioned by Ines. That could be the icebreaker part because 40 people

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is a large group. It's not easy to remember faces and names and backgrounds.

DAVID KOLB: Absolutely true.

SATISH BABU: So some way to capture it earlier than having really useful.

DAVID KOLB: Thank you. Yes. So I think we're actually in fierce agreement is that the pre-call is really the purpose for introductions of who's going to be in the class, where they're from, things like that. And then really this half-hour period in the beginning more focused on an ice breaker, something that's not as tedious as having everybody stand and deliver their name and their objectives and things like that. So we'll put our heads together on what some fun icebreakers, what a good icebreaker would be, that also then we'll also introduce our theme around culture so that we've got some different activities that might be fascinating to use that would chew up a lot of different cultural things. So I'll definitely talk to Vassilis about that.

MARIO ALEMAN: Thank you, Satish. And thank you, David. Next, we have Heidi.

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HEIDI ULLRICH: Yes. Thank you. I'm just reminding or reminder that for the Academy Leadership Program, we asked that all participants send in a brief file and a photo and then we prepare staff for a participant book. And that might be useful for this group as well if we're going to be limited on the time for introduction.

DAVID KOLB: That would be great actually, Heidi. Thank you.

HEIDI ULLRICH: Okay. Perfect. Thank you.

DAVID KOLB: Yes, let's plan on that.

MARIO ALEMAN: Thank you, Heidi and David. Next, we have Juan. You can go ahead.

JUAN MANUEL ROJAS: Thank you, Mario. Following the idea, I thought that it could be useful not to organize the room as usual we do in ICANN meetings with the tables around. Maybe not use it – maybe to the first for introduction and icebreaker for the people, it's breaking the [hit] mind to, "Okay, this is another activity, this is another thing." We are talking about cultural and intercultural things and we need to take out from the square. Just like following Ines's idea to change our mind and to get more warmer the environment in this kind of activity. That's my idea.



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DAVID KOLB: So, Juan, would a thought be like we did in the Leadership Program depending on room setups where we were. Usually, we do team tables. So we have perhaps six or eight at a table and have the room set up that way. Is that what you're thinking as well?

MARIO ALEMAN: Juan, David made a question for you. Are you able to speak?

JUAN MANUEL ROJAS: Yes. I don't know. Take out the tables. That's how I'm talking about, not with tables like the first beginning of the meeting because we don't need it for introduction or for icebreaker. I think that's what I'm talking about.

DAVID KOLB: Okay. Yes. And maybe the only thing they really need tables for is if they're making notes at some point. So in this first part of the program, they really don't need tables until after the icebreaker, that 10:30 slot, there may be some notes to be made. But you could also just do that with a pad. It might be interesting to pull tables just to have it that way we can move the chairs around as we need to for group discussions and things like that.

What do others think about that of taking out tables and just having it as chairs that we'll reconfigure throughout the day? And you'll have to tell me if there's comments.

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INES HFAIEDH: Can I go ahead?

DAVID KOLB: Please.

INES HFAIEDH: Yes. I'm thinking that we could have the tables like for the Leadership Program like around maybe five tables and eight-person table. Maybe for the morning session, when I see the agenda right now which is a draft agenda but I feel that maybe we won't need the tables in morning.

So for introductions, for the morning session, we could have a setting which is not very ICANN like maybe not an ICANN room like what we are used to. I know that hotels in Abu Dhabi and Dubai are very, very creative in those settings. They might have like interior gardens for the morning session could have a setting like that at the hotel, just thinking out loud. A nontraditional setting for the morning session maybe, just thinking, because we don't really need tables.

DAVID KOLB: Yes. So let me ask Heidi the question too. She's had a lot of experience with this. I know to some extent, we're left at the mercy of the facility in terms of those requirements especially the day after all the programs, the meetings ended. So do you think we've got some flexibility in how we have the rooms set or unset that Friday morning?

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HEIDI ULLRICH: Yes. This is Gisella's question. Gisella?

GISELLA GRUBER: Sorry. Thank you very much, Heidi and thank you, David. With regards to the meeting room, we will have the same set up as with the Leadership Program. We will have round tables, there will be a few chairs up front. We will try and have minimal recordings for this. They're going to set up a sound system for us and microphones and we'll have more microphones than we did in Copenhagen. However, changing the room, that is not going to be possible at all. That is the day. The Friday is the day where they already be pulling down most of the rooms that we are using.

However, if you do entertain the idea of having a different setting for the morning and bearing in mind that obviously there would be no microphones and no recordings. Now, I'm not so worried about the recordings but I am just thinking of the larger group. So if you don't have a microphone for large group and you're in a public area, it may be a little bit difficult. But once we get onsite, we could look at the options and what there is and see whether we could keep that on hold as Ines was saying, maybe an outdoor garden area, etc. But coming back to the room, there won't be any changes between the morning and the afternoon session.

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DAVID KOLB:

Okay. And that's kind of was my suspicion, thank you for that. So what's nice about the team table setup too is it does give us a lot of flexibility of just for example if we want to move the chairs to the outside of all the team tables and have a large U for discussions, or if we want to group people up in different places, we can work with that space and be creative with it as well.

I think that our bottom line here is that we want to be creative about the way that we structure the physical space and will let us work within the parameters that we have. And that's fine. But I think we're all in the same page about getting excited about doing something different that takes people out of their comfort zone a little bit, which would be great. So let me go – any other comments in general at all?

MARIO ALEMAN:

Yes. We have one person that has raised a hand, Satish. Can you please go ahead?

SATISH BABU:

Thank you, Mario. A couple of observations, one is that I agree for the need for flexibility in this arrangement. We have some time at ICANN60 to see the actual venue because we are constrained by the venue hotel so that we can fine tune the final arrangement after taking a look – maybe David can take a look with Heidi and Gisella to finalize the arrangement.

And the second observation is, is there going to be – I mean the seating of people, is it going to be based on some team or is it random or

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scrambled, just a random shuffle? It will be interesting to figure out how you plan to seat the people around this table.

DAVID KOLB:

So the plan is to just let them seat themselves as they come into the room. Again, dealing with a large group, that's just an easy thing for them to do. That said though, we'll be mixing them up throughout the day. So, for example, for the panel discussion, we might have them mix or move to wherever we're going to have the panel seated. We got a sound system that still works, maybe they have them at their tables.

Then for the afternoon piece, they'll be mixing themselves up on these dichotomies when they're looking at the different dimensions of culture. And for that last piece in the afternoon, the group discussion and problem solving and that's a topic that we still have to determine is thinking about some of the cultural challenges that ICANN faces and what could we do about them as kind of the brain trust in the room. Because that would be a good way to remix the group as well.

My impression is a lot of these people probably don't know each other especially with 37 from the ICANN community. So it's really easy to get people away from – to mix in all that. Vassilis Chantziaras will be facilitating this. He'll be coming in the day before. So kind of backing up a little bit too so he can look at this, the spaces with Heidi and Gisella and some delegation of new folks too to say yeah, maybe we could do this or we could pull them out here for the icebreaker and then we could go back into the room for this. Or whatever those final little tweaks might be.

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But Satish, to your question, my thought is let them sit where they want to, to start out and then as the day progresses, we'll keep mixing and remixing.

SATISH BABU: All right. Thanks.

DAVID KOLB: And that's actually the last piece of the agenda too. I'm watching our time here. It's just this group discussion and problem solving activity. And so with that, what we want to refine with it is you're dealing with the – how do we deal with some of these ICANN challenges? What are recommendations that we could put forward as a group? If it's that kind of a challenge or what are things that we in the community can do as individuals to deal with some of the cultural challenges that we have?

We've got some time planned into that so it may not go that full time which also gives us – my guess is even though we have this agenda, usually it's kind of what's the old saying that military planning is great until the first shot is fired. And then it goes out the window.

So here's a great little agenda. It'll be fine and we have roughly what's going to happen throughout the day. Will it be specifically at these times? The breaks and the lunches will, we swear to that. But the other things may flow or ebb as the day goes on.

The other outcome that we'll look at from the day 2 and this takes us into what happens after the program is there's going to be things that will come up that will call either parking lot or areas for further

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discussion. And it might not be things that we covered in the program like around these dimensions of cultural intelligence. There may be something entirely different referenced culture that comes up.

So the plan is to have up to three additional phone calls with the group. And some of that will be dictated by their interest. And each call would be thematic based on the further discussion that they would like to have around these things. So we wanted to keep some flexibility as to what the themes of those calls might be. But we also wanted to have an avenue for follow-up and follow-on with the group for further discussion as things emerge throughout the time that we're together.

So that's the whole overview of the program. So any other comments, questions on the agenda, and then we'll touch on the slides. We're not going to spend a lot of time on the slides but I just wanted to queue that up a bit.

MARIO ALEMAN:

We have one more coming from Satish and Ines. Go ahead, Satish.

SATISH BABU:

Thank you, Mario. I had an observation relating to the issue of culture within ICANN. And it is that especially people who have been within ICANN for some time, there is a gradual acculturation process whereby the ICANN culture rubs off on people and they become different from their stereotype wherever they are from or whatever ethnic background they're from. That kind of gradually erodes and the ICANN identity, it comes to the fore as a kind of pure process.

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So I don't know how that can be factored in, whether it's a positive thing or a negative thing because some of the people that we meet in ICANN may not behave like the stereotype that they represent otherwise. Because they have been there and they know the system well. So, that is an aspect that I think we have to consider somewhere at the back of our mind. Thank you.

DAVID KOLB:

And actually, it will be at the forefront in that 1:00 to 2:30 exercise around those dimensions of culture is after they've sorted on where they are, what their culture of origin, we'll have them resort based on their work in ICANN so it is more individualistic for collectiveness. What's the power differential? What's the view of time? Those things – an outcome of that activity will be an overview of what ICANN culture looks like. If ICANN were to become a country in and of itself or a virtual country, if you will, what is their culture based on the six dimensions? So that'll be a nice outcome of that as well. So we'll definitely be addressing that in the context of the program.

SATISH BABU:

Right. Thank you, David.

MARIO ALEMAN:

Thank you both. And now we have Ines. Go ahead.



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INES HFAIEDH: Thank you very much, everyone. Thank you, David. I'm thinking about in the agenda in the afternoon session after the break, we have group discussion and problem solving, and also at 4:15 we have the close with key learning. So I'm thinking that knowing the ICANN community and my colleagues, we always want to produce something.

If we think about it as a cumulative thing, the participants have been learning the whole day and exchanging ideas. But I was thinking if we could at this time of group discussion, we could actually also produce something concrete. I am thinking about if we could in groups discuss and produce like a very short charter or bill and intercultural awareness charter within ICANN that we can develop together like with dos and don'ts so that we have some cultural understanding and we learn – we produce something that we learned like something that we learned after a whole day of having discussions. Something that we can put on the paper. Thank you.

DAVID KOLB: Thank you. And that's kind of the purpose of that group discussion and problem solving. So that group discussion piece... I think somebody probably has a sound on, which is getting back at the computer.

MARIO ALEMAN: Yes. I can see it's actually – it was Ines. Yes. We cut her line. Thank you.

DAVID KOLB: Great. Thank you, Ines. So yeah, so we'll definitely put our heads together on that. And there may be two different or two options on

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something to produce. So one may be something like what you're talking about. Here's a charter of behavior when we think about culture or how do we improve intercultural awareness within ICANN.

Also there may be something that as we look at patterns of challenges that ICANN has around culture, what could we put forth and produce, if you will, to make a recommendation to the Board, to the groups, to say we should do this to solve for X if there is an X or a Y that we can actually solve for. We haven't delved into it enough to know if there's any cultural issues that are prevalent enough that would take – need that kind of problem solving or if it's just things that occur over time. But we're on the same page, so that slot is about producing something and putting together what we've done throughout the day.

So can I move on to slides?

MARIO ALEMAN: Absolutely.

DAVID KOLB: So what I want to do with slides is – obviously we don't have time to go through all the slides here. So I know that some of you have sent me some feedback, which has been excellent by the way, on that there's some typos or there's some formatting things in terms of how the slides are coming across. So as you go through the slides, the slides are obviously attached to the agenda. So they really just fill in the gaps in terms of giving people information on what's going on in the agenda.

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As you see things in the slides, just send me an e-mail in terms of corrections or tweaks or if there's a confusing slide or if there's wording or those things. And if I could get that by the end of next week, I'd say by Friday or Saturday, then I will make those corrections and I'm going to be handing off the slides and the agenda to Vassilis Chantziaras who will be face-to-face with you at Abu Dhabi. And then he'll be in touch around the pre-call and around meeting up before the program.

And one last thing on the – for me, if I want to get into the logistics with the staff in terms of what are the next steps – Vassilis was asking so he's coming in the I believe Wednesday evening, he flies in. So he's there for Thursday during the day and he said if the group would like to have breakfast either Thursday morning or even Friday morning before the program since there's a 10:00 start, or dinner Thursday evening, he'd be happy to do that. He's not on the schedule for Thursday during the day per se, he was going to visit with some friends in the area and get acclimated to the hotel and what have you.

But if you're up for breakfast or something, let us know that and we may set up a breakfast or at least a coffee or a dinner or drinks for the four or five of you that are going to be at the program. And we'll also get some more clarity around what your role during the program could be as well in reference to panel discussion and helping out.

MARIO ALEMAN:

Excuse me, David. We have one person that has raised a hand, Juan Manuel.

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JUAN MANUEL ROJAS: Yes. Okay. Yes. I have an observation, just an observation. In my time and speak, we talk about Americans that American is talking about North American people. So I suggest that when we are talking about North Americans, we use North Americans if we were, because I am American too and this is not representing me, right? [inaudible] I'm surprised, I'm sorry and Americans are [inaudible]. But Americans refer to North American. It's just a suggestion.

DAVID KOLB: Yeah, I think that's an excellent suggestion. I was looking at that as well and thinking the same thing. And looking at USA Americans, the Canadians might get offended if I say North Americans at that point. So maybe they're kind of like – but they're not even Central Americans. We've got no place these days, which might be a good thing. But I definitely take your point and we'll make that adjustment. Thank you.

JUAN MANUEL ROJAS: Thank you.

DAVID KOLB: So let me turn this over then to staff to talk through next steps and room logistics and whatever we need to know on that. And I think we're actually on schedule. That's amazing. Go ahead.

HEIDI ULLRICH: Gisella's going to join me here in just a moment. I find that some of the things that we would talk about today are the – would go to the agenda

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itself, talk about the lunch, whether you'd like to have that as an intercultural learning experience. Also name tags versus tent cards or both. And I think that's it. Gisella, I'm going to hand it over to you and please add if I've missed anything. Gisella, if you're speaking, you're on mute.

GISELLA GRUBER:

No, sorry I wasn't. I was looking for my phone, different matches. Sorry. So for the lunch options, I haven't spoken to the catering department yet but what we're going to try and do is an intercultural lunch. Again, the options in Abu Dhabi, I still need to see the menus. So that will probably be done now that the schedule will be published on Monday. That is the bulk of the work done on our side and I'll get back to you on what the options are for the lunch, as well as the timing so that we can have a little bit of flexibility on that. Bear in mind that we'll all just be in that room and hopefully we'll be able to have some coffee at the room as well.

Were there any other questions with regards to the setup? As I put in there – as I've said previously, there are going to be round tables. There will be a few chairs in the front. And is there anything else that you need for the meeting?

HEIDI ULRICH:

Sorry, David. Just on that lunch, if we could get agreement on whether we want that lunch to be a learning experience, and if so how that might work. That would be useful. Thank you.

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DAVID KOLB:

So my thought on the lunch is there's kind of three variations. So one is, we just have a standard lunch and people feed. And two is that we have a completely culturally specific lunch with your various dishes around the table. And then the third option is a hybrid of that. So we have some dishes that are local dishes as part of the lunch. And then we have other food selections for people since we do have such a culturally diverse group. We'll probably have a lot of vegetarian options and things like that as the third option. So it's kind of a hybrid of the two.

With an hour timeframe for basically a total of about 40 people to eat, that's going to be getting served, feeded and eating will be a challenge whatever the food selection is. So wherever we come down on, my thought would be to have some aspect of culture there but not necessarily a full-on Abu Dhabi cultural experience around lunch because that may take longer.

HEIDI ULRICH:

Perhaps if we had a – Gisella, I think it's going to be a buffet, right?  
Versus –

GISELLA GRUBER:

Yes, correct. It's going to be a buffet. Like we had in Copenhagen, it was a buffet setup.

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HEIDI ULRICH: Perfect. Thank you. So perhaps if people just go ahead and take their food and sit down at their tables and then just ask them to have an informal chat on cultural issues related to eating and I recall that during the Leadership Program in Copenhagen when this course was first discussed, that there were a lot of questions related to how to eat and some of that cultural aspect behind that. Thank you.

DAVID KOLB: That's definitely a great way to frame it too no matter what the cuisine that's available too. So I think my recommendation would be is that versus a full-on Abu Dhabi specific meal is that we have some local options as part of the buffet with perhaps an explanation of what this is. Heidi, I love your thought about – and then as you sit down at your table to eat, have some discussion around within your cultures, what are some of the norms around eating or around serving that are things that either people stumble over or they have a hard time with or that makes it interesting. And obviously, talking about cuisines is always fun too.

So I think, Gisella, for your purposes then what we should do on menu planning is see what's available to make sure that we have some diverse range of dishes to them but not necessarily totally local fare just so everybody has the options they want. Does that make sense?

GISELLA GRUBER: Sorry, David, yes. Sorry, I'm just not at my computer. Yes, whichever way we will cater for all needs, may it be vegetarian, halal, obviously not only local specialties and bearing in mind that in conference menus,

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they usually actually fairly limited with local specialties because they cater for international conferences and at international conferences, they limit the local foods. And that is what I found through the years that I've been dealing with catering at various meetings. However, we're going to specifically ask whether they can bring in just some local specialties.

Being a foreigner myself, it is very interesting to know from other people around the table and it can just be as you're talking to other people and dining, having your food on what people eat, what the customs are, how you put your knife and fork down because the French versus the English versus the Americans, they put it in all different ways and they get quite – knife needs to be at 6:00, now it needs to be at 3:00 and the French often just puts it in a cross, they do like a 4:00 and a 7:00. And the way to fold a napkin, the way to use your napkin, some people never use their napkins at tables. I think it can generate interesting discussions because what we can perceive as being rude when you're sitting around the table is actually just someone's normal table manners.

DAVID KOLB:

Right. And maybe what we'll do – we'll float this around the group – is I'll put together a list of let's call them lunch questions. Maybe just five or six questions for discussion. And that way, they have a little bit of a guide on the table that we can just set on each of the tables at the tent of here's your lunch discussion questions around eating and culture and those kinds of customs. And then we can refine that list just based on input from who's on the call and Vassilis as well.



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So, Gisella, I think for you for logistics is no matter what we end up with, the big thing will be having that discussion. And if we got a few local dishes, especially local desserts are always fun.

GISELLA GRUBER: Yes. Easier.

DAVID KOLB: Yeah exactly. And just have that kind of discussion around those without making it a large elaborate affair.

GISELLA GRUBER: If I may, just to come back to the point – sorry to interrupt, David – with regards to name tags versus tent cards. The thinking behind this is we’re sitting at round tables. We can have tent cards so that each person can see who they’re talking to but it might also be good if we’re doing breakout sessions or even if we change the seating around the table that you’re going to have to drag your tent cards and worry about your plates is just having stickers to put on your jacket, on your chest, on your wherever.

DAVID KOLB: Yeah, I would definitely like to have both. A third option would be just to tattoo your name on your forehead too.

GISELLA GRUBER: I can get permanent markers for that.

DAVID KOLB: Perfect. But yeah, I think name tags would be great. And have somebody else write it, Sharpie on your forehead just so you can – they can be creative on how they write it.

GISELLA GRUBER: Sorry, if I may, for the speakers, would you like just the first name or first name and surname?

DAVID KOLB: I kind of like first name large and then surname small.

GISELLA GRUBER: Yes. Perfect.

DAVID KOLB: Yeah, and that way you kind of get that. And if possible, country or ethnicity or country of origin. If we can do a third line, if we're going to make the tags pre-made, which would just kind of give us the interesting insight.

GISELLA GRUBER: We'll just make sure that we agree on this group because there are people missing on this call today. Maybe that can be when we send out the action items and the notes from today's meeting to the few people who are missing, if we can just say that everyone agrees so they don't

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feel that it's intrusive in any way, whatever we put on the stickers.  
Thank you.

DAVID KOLB: Yeah, absolutely. Great. Anything else on logistics and setup?

HEIDI ULLRICH: Just a quick question related to that. Under country, did you want it to be country of origin or country of residence? Because that does affect your cultural perspective.

DAVID KOLB: Yeah, I probably will leave it to them what country they feel most closely aligned to. It's almost like the gender question these days. What country do you identify with the most? Which could be fascinating.

HEIDI ULLRICH: Okay. Thank you very much.

DAVID KOLB: So in terms of next steps then, what I'll be looking for from you folks over the next week is some e-mail traffic on the slides, if there's any suggestions on the agenda. And what you're going to get back from me is nothing for the week. You'll get an out-of-office reply. I'll be out next week but I'm going to gather all this at the end of the week when I return. And then meet with Vassilis over Skype to talk about it specifically so that he can take it on and do the final touches.

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Any other comments or questions before we close?

MARIO ALEMAN: We have Ines. Go ahead, Ines.

INES HFAIEDH: Thank you very much. Sorry I have to raise my hand because I have a problem with typing. I don't know why I can't – when I type a message, it comes like ten minutes later or something. I just wanted to suggest about the name tags, that we put that on tables so that the participants, they choose themselves to write down their names. The last names, their country is very, very important because we had an issue recently, so I would really suggest that they put themselves the country or the region they identify with, and also the way they want their names to be written down.

Thank you very much, and I'm sorry to have to call, to raise my hand each time. Thank you.

DAVID KOLB: No worries. That's a great idea. So maybe people up to that point instead of having two printed names, that they could fill that up themselves. My thought is because sometimes it's last name or surname first or first name first depending on the culture, is that they write their name down and then underline what name they want to be called.

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So maybe either have blank tents and pre-printed name tags or is that the – are we getting into the same thing there? What do you think the solution to that might be? Pre-printed or just have blanks that people fill in for both tags and tents? We can figure that one out. But I think our consensus is we definitely have tags and tents and to Ines’s suggestion of having them filled out appropriately as they’d like their name to appear, whether they do that themselves or they send that in as part of their bio. Maybe we can think about that. But we can take that offline.

Any other questions, comments? Okay, that was a Western appropriate length of pause. So Mario, any closing comments as the meeting coordinator here?

MARIO ALEMAN:

Thank you, David. Just getting a few comments on the chat box. From Ana Neves, “Thanks for all the ideas. Now everything looks more clear. Hope the e-mail suggestions [come] next week.”

“Hopefully, in a week would be helpful,” that’s what Gisella said and “Thank you very much.”

I think that’s all we have. And no other hands have been raised.

DAVID KOLB:

Excellent. Thank you, everybody, for your time and we look forward to working together.

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HEIDI ULLRICH: Thank you so much, everyone.

SATISH BABU: Bye-bye.

GISELLA GRUBER: Thank you, everyone. Have a lovely weekend. Bye-bye.

SATISH BABU: Bye-bye.

MARIO ALEMAN: Bye-bye. Remember to disconnect all remaining lines. This call has been adjourned. Bye-bye.

**[END OF TRANSCRIPTION]**