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ICANN85 Mumbai | CF – At-Large: The Art of Productive Meetings  
Saturday, March 7, 2026 – 13:15 to 14:30 IST

NATALIE TERCOVA

You can either work in English language, the French language, or in Spanish language. You can see them indicated on the flip charts. On my left side, there is French corner, here in the first row, English-speaking people, and then French-speaking on my right side. But for now, as we will dive into the introduction, you can stay seated, so just that we save some time later on as we move.

So, with this, I turn the word back to Claire to give you the objectives of today's session.

CLAIRE CRAIG

Thank you so much, Nati and good morning, good afternoon, good evening, wherever you are. Thank you for attending this session. As I said earlier this morning, this is an open session for ALAC and At-Large and it's one of the development sessions. Now I am not sure about support because I'm just hearing from staff that the person who was working with the slides lost Zoom connection so just let me see. I will just ask, are you able to advance the slides, staff? I guess not. Okay, this is going to be an interesting session.

HEIDI ULLRICH

Claire, this is Heidi. We're working on it.

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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.***

CLAIRE CRAIG

Okay.

HEIDI ULLRICH

So, if you maybe just start and we'll see what we can do.

CLAIRE CRAIG

Okay, all right. So, some of you may have attended this session in Dublin. Sorry, let me start by saying that I am pleased to be working with Natalie on this session. And so, it is myself and Natalie Tercova, I hope I pronounced your name correctly, Natalie, and we are going to be conducting the session. The interesting thing about this time that we're doing it is that we have 75 minutes instead of the 60 minutes that we had last time. And I'm hoping that even though we've lost some time that we could still have most of it for the activities.

So based on the feedback from the session the last time, we made some changes. So let me just go over the agenda, even though you're not able to see it yet on the screen. So we start with the welcome and the objectives. Then we go into the role of the chair. And at this time, we're going to take about 25 minutes on that. I will speak very briefly on it. Then we will go into an activity.

And those of you who may have done it last time would remember that the activity, you worked in groups, which Nati would have spoken to you about -- great. There's the agenda. Thank you so much, staff, for setting that up for us. So you would work in groups.

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If the printouts aren't available, I hope they are, please use the flip charts to develop your responses to the question. So, we'll improvise a little bit here. Then we will get your feedback. So that should take about 25 minutes.

Then we move on to the next item, which is the role of participants and again, there is another activity for that one. And for that one, you definitely will be using the flip charts and you should have some sticky tabs as well. You may write your responses on those. We have to work out what is going to happen for some of us who are online.

And at the end of that, we then pull it all together. So, we could use the last 10 minutes to have some more discussion on what we learned from the session. And the final wrap-up, we have some takeaway, just a checklist of some of tips for chairs and participants. So, moving forward to the next slide, let's start with what the objectives are.

So at the end of this session, it is expected that both chairs and participants will be equipped with practical techniques to run and contribute effectively in meetings. And we are saying that for there to be an effective meeting or successful meeting, it is not just about the chair. It is both the chair and the participants who need to work hand in hand to ensure that things work smoothly. It will cover things like how to lead, so that's the chair's role, as well as how to participate in meetings. And we will understand the distinct responsibilities of the chair and the participants.

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So, there are responsibilities of each of these in running a meeting. It's not just about the chair when you think about organizing a meeting or producing a meeting. The participants do have distinct responsibilities which help the meetings to flow properly and help to arrive at specific outcomes.

Then we will also deal with how to interact and support productive dialogue and decision making in the meeting. And by the end of this, we would have an increased awareness, sorry, that awareness, we have an extra E in it, of common challenges. And then we would talk to some practical approaches for addressing them. Next slide, please. Next slide, please. Okay, right.

So again, those of you who were here last time would have seen that 15% of all organizing -- sorry, no, go back please. 15% of an organization's collective time is spent in meetings, and please go back to the previous slide, and 50% of those are deemed unnecessary.

So that says, should we therefore have meetings if they are not necessary? We have heard at some of the discussions recently, that there were some members who were saying, "Why do we need to have a 90-minute CPWG meeting as well as a 90-minute OFB meeting every single week? Three hours of meetings that is way too long for us." So if persons are saying that they're spending too much time in meetings, then we need to ensure that our meetings are productive and we don't just have meetings for the sake of holding a meeting. Next slide, please. Right.

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So why do meetings fail and what makes a successful meeting? These are just some quick common reasons why meetings fail. There is no clear purpose or outcome for the meeting. If there is no purpose for a meeting, then should you be holding the meeting at all? You may go to the next slide, please, sir.

Then, poor agenda design and that's what our activity today is going to be dealing with, how do you design a proper agenda? There's also something known as a weak or ineffective chair. So, the chair has a specific responsibility, and we will talk about that in designing and preparing for the meeting.

Then, lack of preparation. If you don't send out pre-reads for the meeting -- I've been to meetings where, you know, we don't have that in our ICANN meetings, but when you have minutes and the minutes arrive five minutes before the meeting and there are 10 pages of meetings and then you're told to -- then we have to not agree. You have to -- I just lost my train of thought.

You receive the minutes late and you have to go through the minutes during the meeting. And first, somebody has to approve the minutes and second it and that takes up time. That's just an example of lack of preparation.

And then there is imbalance in terms of participation. One person hogs the floor and talks for too long or continues to go on with a point so the chair needs to balance that type of participation. And that leads to poor time management. Have you seen the meeting

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starts late because you're waiting for persons to come into the room?

And then the meeting goes late because the agenda was not designed properly or the meeting wasn't shared properly or participants were not assisting. And then in our case, you have to ask the interpreters to stay on later for the meeting to be concluded because there are certain things that have to be said.

And then finally, technical or logistical problems, some of which we experienced today. And no matter how well you plan for those things, they may always happen so you have to look out for them. Next slide, please. So, let's just go quickly into the role of the chair. Next slide, please.

So, one of the things that I heard from someone who will remain nameless and very near and dear to most of us in the At-Large community is that, prior planning prevents poor performance.

So those are the five Ps for successful meetings, but they are five Ps that you need to be aware of. For success -- sorry, I'm probably speaking too fast for our interpreters and hence the reason I'm chewing up my words.

So, what are these five Ps? Purpose. Your meeting must have a clear purpose and a desired outcome. Why are we having this meeting? If there is no purpose, then maybe there is no need for a meeting.

Who are the participants? So, you need to make sure that the people who need to be in the room are there. If you're calling a meeting and you need to have subject matter experts, they need to know in advance that they should be at the meeting and they can prepare for it.

Now, preparation, a focused agenda shared beforehand and again, if there's pre-reading, that should also be shared so persons can come to the meeting, participants can come to the meeting prepared.

Process is number four, and outline the structure and flow of the meeting. So, the meeting starts with defining what the agenda is, whether you need to add to the agenda or remove some items or whatever, everyone should know this is what is going to be covered at this meeting.

And if there is a place maybe for any other business, then that could be put in there. But the any other business, if you're having a 60-minute meeting, your any other business really should not be 30% or 30 minutes of that meeting. It means that you really needed a half an hour meeting with five minutes for any other business.

And then what's the payoff? Confirm the intended outcome and the follow-up with the action items. So, at the end of every meeting, there should be a clear understanding of how long, what were the action items coming out of this?

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And I'm seeing Cheryl putting some things in this chat about having a buffer in your agenda to manage for things. And we will go through some of that, this buffer that we're going to talk about. So next slide, please.

Participation is critical in the meeting and as we said, it's both for participants as well as the chair. And how can the chair facilitate -- next slide, please. How can the chair facilitate quality engagement of participants? Participants also need to be prepared, not just the chair. They need to be kept engaged.

You know, if you're having a meeting and people are bored or looking around or participating in side conversations, it means that they are not fully engaged in the meeting. And the chair needs to keep track of that to understand why that is happening. Keep participation balanced. As I said -- sorry, we've gone ahead of the presentation slides. So keep participation balanced, make sure that the persons who are quieter have an opportunity to speak. Then you want to manage the time as we spoke about, and then follow up after the meeting.

So, I wouldn't say next slide because we're on the slide that's showing right now. So, prior planning is essential and here's a pro tip for you, crafting an effective agenda to ensure a smooth productive meeting. And this is where Cheryl was talking about the buffer. Always incorporate a time buffer.

For instance, allocate 45 to 55 minutes for a meeting that may be for a 60-minute session. That's just a tip. And now we move into



the interactive activity and I will turn the meeting over to Nati, who will walk you through that and tell you how much time you have for that session.

So Nati, I turn it over to you. Before I do that, are there any questions? And Nati, you could probably say if there are persons in the room.

NATALIE TERCOVA

Yes, thank you so much, Claire. This is Nati. I'm looking around the room and I don't see any -- okay, I do see Jonathan. So please, Jonathan, go ahead.

JONATHAN ZUCK

I don't want to engage in disruptive activity to a perfectly planned, purposeful meeting, but one of the things that came up sort of very briefly at the beginning was the idea that it's as much the responsibility of the participants as it is of the chair to have a good meeting. And I wonder, and this is an open question that I don't think we'll answer this moment, but that maybe we need to actually do some capacity building on meeting participation.

We're very focused on meeting leadership, but I think people would benefit from some training on how to be pithier, how to say things more directly or to pick one point instead of all the points that they've thought of out of fear they'll never get to speak again or whatever it might be. Because sometimes I think people are doing what at least we refer to as thinking out loud. Right?

I know that I've got something that's bothering me. Let me just start talking and maybe by the end of the time I'm talking, I'll have made the point that I was abstractly thinking of and we may need to find a way to -- because that's a lot of where it's difficult for a chair to be cutting people off. It's difficult for a chair to be showing favorites. And so, you want to give everyone an opportunity to speak, but maybe we should think about participant training. That was just a thought.

NATALIE TERCOVA

Thank you very much.

CLAIRE CRAIG

Thank you for that. Sorry.

NATALIE TERCOVA

No, please, Claire.

CLAIRE CRAIG

Thank you, Jonathan. Actually, the second activity, part of this will be speaking about the role of the participants. And we will get into a little bit of that, but then you will have the opportunity to recommend some of the things that as participants that you think can improve a meeting. So, are there any other questions?

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NATALIE TERCOVA

I'm not seeing any other questions so thank you, Claire, thank you, Jonathan. And with this, may I please have the slides back up on the screen and I will walk you through the interactive, not the interactive, but the task, the activity that we have prepared for you. Okay, one more slide, please. Perfect.

Okay. So, we have this scenario that in At-Large we do have a capacity development working group. May I have the next slide, please, of the scenario? Thank you. And this working group has a 60-minute call scheduled where they will discuss many things on the agenda. And for you to review this agenda that was pre-prepared will be the task for this 10-minute-long interactive activity.

So, your task here will be to look at the agenda that is proposed. Identify whether you see some problems, something you would have done differently, and think about how to adjust this already existing agenda so it fits really the purpose to be as efficient as possible, giving the time that you have for the session being 60 minutes long.

And then ideally try and not just indicate what you think is wrong, but how would you redesign, how would you do it differently to make it more realistic, but also more efficient, also based on the points that Claire made earlier?

For this activity, I now welcome you to please stand up and form those three working groups. I'm also very glad to be accompanied

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with Aziz, who will help as a facilitator for the French-speaking working group here.

Then Eunice will be facilitating the Spanish group and Kathleen for the English-speaking one. So, please follow those facilitators to your scenes where you can form a group and talk about this task.

And on the next slide, yes, perfect, now we have it there. This is the slide. You can keep it there. I just didn't see it. You can see the prepared agenda, which is your task to look at and revise. Once I see that you are all seated, I will start the timer to give you 10 minutes for this work. But don't worry, I will give you some time so you can find your group. Thank you.

Perfect. I see you're working on regrouping. Thank you. And I also want to use this moment to apologize that I did not mention Hannah helping us, but thank you so much, Hannah. And it seems like we do have only two Spanish-speaking people, so we will see an alternatively formed two groups working in English if that's more comfortable for everyone.

Perfect. Thank you all for your cooperation. I am starting your time now, so you have time until 52. I will let you know once you're getting closer to the end of your time frame. Again, you can see the agenda on the screen, and now I will go around and hand you out these sticky notes so you can also use them for your thoughts. Are there any questions now? Okay, perfect. I will be their assistant going from group to group. Thank you. You can start.

Okay, everyone. You have five more minutes, okay? Cinq minutes. Sorry to interrupt you. I just want to let you all know you have one more minute.

All right, everyone, I wish I could sing you a song to let you know your time is up, but I cannot sing, but now I have your attention. Perfect. So, everyone, please, may I get your attention? Your time is up and I kindly ask you to finish working, finish your conversations and please -- okay, one more minute. I'm looking at you. Okay, finish up what you're doing.

And for those of you already giving me your attention, the next step will be that we will share, group after group, what you have come to, what are your solutions and suggestions?

And we do have also a group working online, which I'm very thankful for and thank you for everyone participating online as well and you will be the first one to go. So, just give us a few more seconds so that we have everyone in place and we can also give you our full attention.

Okay, lovely. So, Claire, can I turn back to you and ask your group if you may share with us, what are your outcomes, what are the outcomes from your group on this session, interactive activity?

CLAIRE CRAIG

Thank you, Natalie and they have elected Gloria, who will speak on the report for this group. Gloria, go ahead, please.

GLORIA AMOFAH-ADJEKUM

Okay, so for our group online, our feedback was that the first problem we identified was that the agenda was significantly loaded over a 16-minute online meeting. And nine items with no time allocation set the meetings up to fail because it begins, you know, so nine items with no time allocation, which sets the meeting up to fail.

And then secondly and critically, items five and six should not both appear on this agenda. We believe that the regional capacity development priorities and then the seven-webinar series proposal together would realistically require 45 to 60 minutes alone. So, Cheryl rightly noted that these two items can coexist in a single 60-minute call.

And the third thing we also identified was that the original CED priorities reporting should not stand alone. It should be a separate agenda item. So, in a nutshell, I'll say that it's logically a subset of communication outreach which will sit within that item.

So, our proposed solution was that we identified the single most pressing discussion items which prioritize it fully. And then you defer the remaining heavy items to the next one or two meetings with clear scheduling commitment.

And then if the RALOs reports are retained, we allocate a fixed maximum, maybe three to five minutes per RALO or pre-assign who

speaks and then write. The one RALO report may be more realistic depending on who is confirmed to present.

And then we assign explicit time rating to every agenda item so chairs and participants can self-manage. And then you move pre-decision items like the serving proposal to a sync review before any meeting where a decision is expected. So basically, that's what we online group discussed. Yeah. Thank you.

NATALIE TERCOVA

Thank you. Thank you so much, Gloria and thank you to your whole group for the summary. And I now will ask the French group, if I may, if they can summarize, ideally within two minutes.

AZIZ HILALI

Thank you, Natalie. The first comment, I will speak French.

NATALIE TERCOVA

Yes, just everyone please get their headset, let's embrace the fact that we were able to work in our preferred language so we can also listen to the outputs in people's preferred language.

AZIZ HILALI

Okay. The first comment is quite striking, is that there is no time allocation. And we also noted that there are five regional reports, which is impossible because these reports require time.

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And then there are proposals that need to be discussed and they will take time. There are too many items that seem to require prioritization. And what is striking is that in the other business item, there are three items which is quite risky.

So, five regional reports that will take time. Then there are seven proposals for discussion and this is difficult. And then three items for other businesses.

So, our recommendation is a proposal for a 60-minute meeting. I don't know if I have time to go into details what we would do. So, we reduced action items to five minutes. Then the regional capacity development priorities, we allocated five minutes for that and then for the regional reports, we allocated five minutes for each, that's 30 minutes. And item number six, seven times three minutes, that's 21 minutes. In each meeting, that's what we should do.

This is what we do in RALOs and at ALAC. Every time we allocate a certain amount of time for each item of the agenda, and that's what we should do. And three items for any other business is too much.

NATALIE TERCOVA

Thank you very much, Aziz, and thank you to your whole group. There were so many good ideas there and some also overlaps with the ideas or main challenges indicated in the online group as well as for timing and efficiency.



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And now, is it okay? Perfect. We have the English group to turn to you and hear from you. Ideally, under two minutes to keep the time on schedule what are your summaries, thank you.

KATHLEEN SCOGGIN

Is this working? No? Yes? Yes, okay. Great, perfect. So, I won't repeat some of the similar items that we said in our group, like removing the roll call and making sure that -- doesn't work? Okay, I'll just go up here. Hopefully this is better. Okay. Perfect.

So, we removed some of the logistics items as well, including the roll call and making sure that those are as efficient as possible to make sure that you're able to get as much content into the call as you can.

We had a good discussion about what it looks like to take this amount of content and try and assign some pre-work and pre-reading to make sure that you're able to have actual discussion during the call. And not just listening to presentations necessarily or things that could be done in the sense of pre-reading, et cetera.

We also talked about how perhaps dividing up between the regional capacity development priorities and having that be a call. And having the proposals on the webinar series being a different call, perhaps just kind of trying to clarify the purpose of the call as an option.

So, we didn't quite get through the whole agenda, but similarly, just making sure that it is logistically trying to be as straightforward

as possible and different proposals to try and streamline that. So, anything else I missed, guys?

UNKNOWN SPEAKER

Some discussion, I guess, about the delivery of proposals and the reports.

KATHLEEN SCOGGIN

Yeah, we also spoke to kind of the accessibility portion and how perhaps that pre-reading, et cetera, could be helpful or hurtful to certain individuals in the group. And, you know, we didn't exactly come to consensus on how to solve all of these problems, but good discussion on that front.

NATALIE TERCOVA

Perfect. Thank you so much and definitely indication of, you know, space for improvement, it's always a very good first step. So, thank you for sharing that and now please, Hannah and your group, if you can share with us, we will be very glad. Thank you.

HANNAH FRANK

Okay. Am I supposed to speak in Spanish or in English? I will do the honor to speak in my native language. So, we've been having a discussion. We're just two people, and there was Silvia here from our region. She's part of the staff. We believe the roll call and the welcome introductions and the statement of interest updates, we

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just need to put all of that in a single item that should last three minutes.

The statement of interest in the update probably we can just place it in the chat instead of making it something oral in the meeting. Then we just went to the overview agenda and this would give us one or two minutes.

And the main part of the meeting should be the presentations. This is item 6, presentation, discussions, and decisions on seven proposals for capacity building webinar series. This would be the next item. We would assign 15 minutes to that item.

Then as for item 4, which was originally item 8, capacity development, communications and outreach, so we went 8 to 4 and we have assigned 15 minutes to that. We then went to item 5 and we have left the updates and reports below. We believe the main part is the presentation discussion.

Then we went to the original capacity development priorities, reports from five RALOs, and we have assigned 15 minutes to that, divided into each of the RALOs. So that would be three minutes per RALO and then we would go to the updates on fellowships and NextGen program engagement. We have assigned five minutes to this item.

Then we have any other business that would be one to four minutes. And finally, the next meeting date and time, just one minute. So, all of these would give us a total of 60 minutes. As for

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item 4, review of action items from previous meetings, we believe it should be sent by email before having the session. That would be all. Thank you very much.

NATALIE TERCOVA

Muchas gracias. No, I will not attempt. Thank you so much. Thank you, Spanish group, and thank every group for this. I believe there were some very useful tips and some of them really indeed did overlap. And we can also learn from one another on those good tips that we've just presented.

And with that I will now turn the microphone back to Claire and she will guide us through the second part of today's session, focusing on the role of the participant. Thank you for the correct slide. You will hear a bit more about this and then there is one last interactive session awaiting you for us. Claire, it is yours again. Thank you.

CLAIRE CRAIG

Thank you, Nati, and thank you for the great contribution from the groups. I just have a couple of other suggestions that were made by staff and other persons. One of them was that, you don't have to go back, particularly as it refers to the seven proposals, from a staff perspective, holding another meeting to discuss them is not very effective. And this is a lot of work for both staff and for volunteers.

Instead, the participants could have been asked to read the proposals and a ranking through a poll could be sent out to identify

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the priority topics. This has worked. It has been done with the AASC, and that has worked well.

A couple of other items is that as a tip, the agenda should probably not have more than seven items, as well as you may want to include names for the persons who will be presenting on specific topics on each of the items. I'm sure there are a lot of other things that could be added, but that's just to give you a brief idea of how you could redesign your agenda to improve the efficiency of the meeting.

That said, I know we're running a little bit behind, so we will move quickly into the role of the participants. And if you would go to the next slide, please. So, some core responsibilities of meeting participants. Prepare before the meeting. If you know that you have something to do, please come prepared, please do your pre-read, and be ready to speak on your topic.

Participate actively and constructively and by constructively, we mean don't be disruptive. If you can, your conversations, your suggestions, whatever you're presenting at the meetings should be to build the meeting up and not to pull people down. Don't be shouting at people across the room. I know I'm saying a lot of don'ts. I'm trying to think of some positives, but that's just what's coming to mind right now.

Respect the meeting process. If there is an agenda and the meeting is dealing with certain items, if for some reason the meeting has moved on to another agenda item, please don't go back to something that may have already been discussed and may not

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have been able to contribute unless there is time at the end of the meeting.

Listen and engage with others. So again, this is something, you know, sometimes persons listen just for the sake of -- no, they don't listen, but they're just thinking that they want to respond, please listen and determine whether your response contributes to what is being said.

Support decision-making or consensus. Find ways to encourage at the end of the meeting, is there a consensus that we're trying to arrive at? And then follow through after the meeting. If you've given a commitment to do something, please do it. Next slide, please.

Other behaviors that could undermine the meeting, speaking without preparation, which we spoke about, repeating points unnecessarily. So, someone has said something and you have decided that you need to repeat that point.

Side conversations and multitasking. It's really very difficult for a chair when persons are having their own meeting at the same time. And, you know, we call it bumblebee language. You're trying to speak and you're just hearing buzz, buzz, buzz happening all the time. So, if you could avoid that, it is really helpful.

Raising issues unrelated to the agenda. The reason you have an agenda is so that you can stick to specific things and that's why it's good if you could have an any other business section where if there

are things that need to be raised, they can be raised there or they can be sent in an email and asked to put on the following agenda. And the last item is disregard for ICANN's Expected Standards of Behavior and Code of Conduct.

So, those are just some of the things that we wanted to go through before we move into the second interactive session, where you have an opportunity now to come up with some ways to optimize the meeting as a participant. And I will turn this back over to Nati, who will give you some instructions there. So Nati?

NATALIE TERCOVA

Thank you so much, Claire. And before I move on, there is a question from Eunice. Yes, please, go on.

EUNICE ALEJANDRA PÉREZ  
COELLO

I want to speak in Spanish. In this item, I would like to propose the following. Whenever someone is going to raise their hand to express an opinion, we need to have a limit, perhaps three or four people. And then the rest of the opinions should be posted on the chat so that we can speed up the meeting. Thank you.

CLAIRE CRAIG

Thank you, Eunice, and this is what we're doing in this session and Nati will go over it. So, you are given a task and you need to come up now with some -- sorry, this is Claire Craig for the record, come

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up with some proposals to help as a participant to make the meeting more efficient. So Nati?

NATALIE TERCOVA

Yes, thank you so much. May I please get the next slide and the next slide? Perfect. So, you can imagine that you are on probably the call that you were revising the agenda for as a participant. And ideally, in those groups you were already before, you can talk about how we can optimize the contribution. Or you can try to identify some specific risks or opportunities for your more effective participation, and try to answer the questions on the following slide, which we will have up for your reference throughout this little exercise.

So here you can see the questions. What can participants do during the meeting to help manage time better? So how we can help keep the time in line, how we can also try and support the chair or the co-chair keeping the meeting really focused within the scope?

Now you have Kathleen who is also giving you this information printed so it's easier for you as you don't have to turn back to the screen again. And please use those sticky notes, use the paper you are now just being given to write down at least three practical actions that those participants could take to improve the time and contribution management. And before you start, can I ask Jonathan to add what you wanted to add, if it's still relevant?



JONATHAN ZUCK

It's always relevant. I guess it may end up being the exercise itself, but I want to talk about chat, because I don't think chat is immune from being a distraction from a meeting.

I think there's some idea that somehow if you're putting it in the chat, you're not disrupting the meeting, and I think that's very much not the case. And so, I think care needs to go beyond just the verbal interruptions, because the people that are in chat having the last conversation aren't staying up with the one that's currently taking place.

NATALIE TERCOVA

Thank you so much. And I guess this is something we can also keep in mind when focusing on this activity that you have now on the screen, but also on your papers. So without further ado, feel free to regroup if you de-grouped [CROSSTALK].

CLAIRE CRAIG

We have Cheryl. Cheryl's hand is up.

NATALIE TERCOVA

Oh, I apologize, Cheryl.

CLAIRE CRAIG

Cheryl's hand is up.

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CHERYL LANGDON-ORR

It's all right, Nati. Cheryl Langdon-Orr for the record. Just coming in against Jonathan. What can I say? Sometimes we disagree. Yeah, look, it's not that I disagree -- Cheryl Langdon-Orr for the record. Not that I disagree that chat cannot be abused. It certainly can be, but chat is also a place where overflow from activities can valuably be collected and archived.

And people who desperately want to have their voice heard, if they can feel that their voice in chat has some sort of credible outcome or attention, then that can be asynchronously a very valuable tool. But I, unlike Jonathan, think chat is an extremely valuable tool which we should encourage and I don't think too many people get distracted by it.

And if they do, then they don't need to look at it. They can catch it later because we archive it. But I do think if we can encourage people to feel that what they say in chat has credibility and relevance, then we might also buy ourselves some time in agendas in general. Thanks.

CLAIRE CRAIG

Thank you, Cheryl. And again, just because we're talking about managing meetings, effective meetings, we really would not want to take this meeting over time so we would make a slight moderation. So you're going to be writing your suggestions on the sticky pages, which will be collected and would ask if someone could transcribe it and we would send that out. But what we would

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ask is for each group to just give one suggestion for how, as a participant, you can improve the meeting discussion.

So, if we could just get one suggestion from each group, because we want to leave five minutes to just wrap up at the very end. So Nati, go ahead, please.

NATALIE TERCOVA

Thank you so much, Claire. So, without further ado, let's get into it. You have time until 14:25. I will again let you know when the time is coming to an end. If there are any questions, I will be roaming around the room. And for those online, I apologize, but Claire is there to support you. Thank you and enjoy the activity.

Hello, everyone, you do have two more minutes. Please try thinking of the main key takeaway you will wish to share with us.

Okay, everyone, the time is up. No, I will not try to sing again, don't worry. So, may I please get everyone's attention and now I will turn it back to our online group. And kindly ask them to share your main action that we as participants can take to improve our presence in the meetings.

CLAIRE CRAIG

Nicole, are you going to share or? Oh, Gloria again. I didn't see in the chat.

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GLORIA AMOFAH-ADJEKUM      Okay, so let me share.

CLAIRE CRAIG      Okay, go ahead, Gloria.

GLORIA AMOFAH-ADJEKUM      Okay, all right. So, for the online group, when it comes to preparing, for the first question we believe that –

CLAIRE CRAIG      No, just one suggestion, Gloria.

GLORIA AMOFAH-ADJEKUM      Just one? Okay.

CLAIRE CRAIG      Just in the interest of time. Yes.

GLORIA AMOFAH-ADJEKUM      All right, okay. Participants should review all meeting materials and pre-reading document in advance so that communication or contribution are in firm focus and do not slow down yes, the group meeting. Yes, so basically that's one thing that we noted.

CLAIRE CRAIG      Thank you.

GLORIA AMOFAH-ADJEKUM

Welcome.

NATALIE TERCOVA

Thank you so much. Now, the Spanish group, can I please have your one action item?

HANNAH FRANK

So, after the discussion that we have, we believe that it is important for the chair to define the amount of people that are going to take the floor beforehand. And the rest of the participants should be able to indicate their opinion through the chat or through the mailing list. Thank you.

NATALIE TERCOVA

Perfect. Thank you very much. Aziz, is it possible? Can you share one?

AZIZ HILALI

Yes, thank you. I will be brief. The efficiency of a meeting does not only depend on the chair, but also depends on the participants. It is important to prepare. It is important to read the materials before the meeting. And during the meeting, we should use our time for discussions, and we should not go back. And I would like to add that presentations should be short, targeted. They should be straightforward. We should avoid repeating what has already been

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said and sometimes the speaker also repeats what he or she just said. Thank you.

NATALIE TERCOVA

Thank you very much. These are some very useful tips. And now to our last group in English, please.

KATHLEEN SCOGGIN

All right, we had a very similar point, to practice your presentations and to time yourself so that you're able to be as efficient as possible.

NATALIE TERCOVA

Wonderful. Thank you so much. I will now kindly ask to just stream the last slide we have with takeaways, so then you can also look at the takeaways from this session.

And before you all go and implement these good new tips and ideas into practices, I do have something for you in my hands, for those in the room, which is a handout that has a few tips for meeting chairs, but also for the participants. So that if you didn't have the time to note things down or you are afraid you will forget something, we have you covered.

And I thank you all for your participation in the room, also online. Thank you so much and mainly thank you to you, Claire. And we still have two more minutes in case you would like to also share a few final remarks. Thank you.

CLAIRE CRAIG

I am speaking and I'm muted. I don't know if Gisella has anything to share. I know one of the things she said, always leave two to three minutes for staff to share whatever they may have at these meetings. So thanks, everyone, and do enjoy the rest of your ICANN85. Staff, do you have anything that you wish to say? Thanks to our interpreters as well as our staff for their support.

NATALIE TERCOVA

Thank you very much.

CLAIRE CRAIG

Yes, go ahead. I guess Gisella doesn't have anything that she needs to say so that's it. This session has come to an end and enjoy the rest of your sessions. Bye, everyone.

**[END OF TRANSCRIPTION]**