
KOBE – ICANN Capacity Development: Conflict Resolution
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UNIDENTIFIED MALE: This is the ICANN Capacity Development – Conflict Resolution.

ELIZABETH ANDREWS: Hello, everybody. Thank you for joining us for the Capacity Development session. We're going to get started in about five minutes because there's a bit of a delay with the coffee break. If you're here for GAC and you're shocked to find that there's another session in this room, we would love it if you stayed. This session is going to be about Capacity Development and Conflict Resolution. Thank you.

Hi, I'm Betsy Andrews. I'm with the Public Responsibility Department at ICANN and we had intended to lead a Capacity Development session today with a little taster of ICANN Learn, the online learning platform and also a Conflict Resolution workshop. But obviously, as you can see, we've got a massive conflict with the GDPR session, so I'd like to have a show of hands of who is interested in the Conflict Resolution workshop and we'll make an alternative plan. Okay, good. We've got a good crew here. Give us a second to confer and we'll get right back to you.

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.

Hi. We're going to try this again. My name is still Betsy and I still work for Public Responsibility at ICANN. In the Public Responsibility Department we run programs like the NextGen, the Fellowship Program, the Leadership Program. One item of business to draw your attention to is that we're conducting an age diversity survey. You might remember the gender survey, if you're around this time last year. The age diversity survey is going to collect additional data to inform the shape and structure of the body of the ICANN community and help us to make better decisions about how to be inclusive.

So we have some cards in the back that give you the website to go to to take the survey – it takes about ten minutes – but it's icann.org/agesurvey. So you should be able to find it that way. That's the first order of business.

I'm going to take you through an introduction to ICANN Learn, just in case you haven't heard of it or you don't know what it's about. And then what we're going to do because we have a smaller group is that we'll actually get up and congregate on this side of the room. We have a leading team building expert here with us and he'll be able to conduct a more intimate training session where we can interact with each other as opposed to a big presentation.

So I'll just get started with the slides. Okay. ICANN Learn and Capacity Development at ICANN. At ICANN we refer to knowledge building and skill building as capacity development. ICANN Learn is just one of the capacity development opportunities that we have at ICANN.

The definition of capacity development involves objective-based learning activities. They increase your knowledge, improve your skills, and drive meaningful contributions to the work that gets done at ICANN at meetings and in-between meetings. The purpose is to increase your knowledge and your capability to understand the functioning of the operations of the Internet's unique identifier systems. We also want to strengthen the diversity of participation in ICANN and lower barriers to participation so that everybody has the information and the skills that they need to make valuable contributions to the work of the ICANN community.

ICANN Learn is located on learn.icann.org and the sign-in page looks like this. So you can create or sign in to an account from this page here. And right now that's a sign-in just for ICANN Learn but eventually as other community processes or link to this login, it will be your single point of access for ICANN community logins.

When you log in, this is what your dashboard looks like. You see all these different buttons to explore different parts of the online learning platform. You can go directly to the catalog and see the list of courses that are available for you to take. This is what the list of courses looks like and if you click on that button on the upper – for you it’s the upper right-hand corner. That will then give you a list of courses. If you click on that folder next to it, that’s going to divide it by category. And as our body of courses expand, this is going to make it a lot easier to find what you’re looking for.

To get started, you click Enroll and then the Enroll button turns into a Launch button, and that’s that purple button that you see there. This is an example of a launch page for the introduction to ICANN course. So you’ll see the purple Launch button which is where you would start the course. You can take the course on your phone, on your tablet, or in any kind of computer. The platform will know what your device is and resize and buffer accordingly.

Also, most of our courses have certificates, so you get your own Certificate of Participation. And also right under Certificate you’ll see that there’s a Resource folder. This is a great option for a lot of the courses that you may be building for your community group. It’s a place to put handouts or other resources, list of

links, things that could be useful to someone who's taking that particular course.

Also important is that you have a transcript on ICANN Learn. So it keeps track of all of the courses that you've taken. For situations such as the Fellows and other instances where you're using ICANN Learn to qualify for travel funding, it's great to have access to your transcript and you see what that button looks like on your screen here.

So if you're interested in trying out ICANN Learn, we suggest that you start with the Introduction to ICANN course. You can choose anyone of the seven languages offered here. And if you ever are required to take the introduction course, you're always able to choose which language you prefer.

I'm just going to take you quickly through our catalog so you can see the kinds of courses that we have there now and the direction that we're going in in the future. And I'd like for you to think about what courses you want to learn from now but also think about what courses you might want to help create to increase knowledge and skills for your particular group within ICANN.

The current categories are Security, Newcomer, ICANN Learn, Internet Governance, Operations and Standards, as you see here. These are examples of the kinds of courses that we have.

We have a Basic Cyber Security course, the Introduction course that I referenced. We have an excellent At-large Capacity Building Webinar archive of all the webinars that they've had for the past three or four years and those are available in English, Spanish, and French.

I should pause to mention that we actually have Spanish and French interpretation for this session, so if you would prefer, you can listen on those channels. And of course if you have questions, you can ask in those languages.

Additional courses that you may not see in the catalog but things that we used the platform for include courses for Fellows, the NextGen, and for board members. We also have Internet Governance courses. These are very popular. We have things like Internet Diplomacy and Digital Trade and Global Internet Governance, which may be relevant to your work at ICANN but also your real life. We have Operations courses such as Reviews courses that help you navigate the Reviews websites and Domain Name course and Registrar Training.

Coming soon we have a DNS Fundamentals course, which I'm very excited about because I don't come from a technical background. So everything geared towards getting policy people ramped up on tech is good for me. On the other hand, we have a Policy Fundamentals course that's coming which is excellent for

tech people who are getting ramped up on how policy is being made. That way we can all meet in the middle and do the good work.

Get to know the GNSO is a new course that's coming up. Making an ICANN Learn course, if you're interested in working on that with your particular community group. And the Registrar Training that's required for all registrars to be certified with ICANN is getting revamped. It's a beautiful course that I'm excited about launching very soon.

Today we're going to focus on a skill that's relevant to everyone at ICANN and that's conflict resolution. We're really lucky to have David Kolb with us. He's a leadership trainer who's worked with ICANN through the years on different issues and his most popular request is always conflict resolution. Because we get into many situation throughout the community at ICANN where we want to learn how best to bring out the best in each other and get work done.

But like I said, since we have this smaller group, I think better than just having David give a presentation, we would be more productive and also get sort of the bonus extra experience from David if we could all collect on this side of the room in the chairs and then we'll have him lead us from there. You can still use the interpretation, we'll still use the microphone, but it'll give us a

chance to be a little more intimate and interactive and get a lot out of this session. And with that I'll hand over to David.

DAVID KOLB:

Thank you. It's a large room for a small group, that's why I'm thinking let's just be in the chairs here and then I'll see how my voice carries without the mic. If we still need it, we'll use it. Let's do go ahead and put my slides up too because I still may go through some of those.

I'm going to use the microphone for interpretation. Not me interpreting but obviously them interpreting. So, conflict people, come over this way. You're fine there too, yeah. That's fine. If you're a conflicted person, you could be right here. If you have to ask. Yeah, I think so too. I like it.

Okay. There's about 30 or so of us here, so we're going to do some different things than I had originally planned. I was planning for like 50 to 100 which is a different size group to work with. So, we'll do some things that'll – yeah, it's late in the day, let's get out of our seats a little bit and play with this.

So, I guess my first question to you ... is there another hand held mic that we can ... I don't anymore. I gave it up. So, I want to use the other one. I want to ask you some questions but I want to give you a microphone. Okay. Great. Thank you.

The first question I have for you then is what kinds of conflict have you experienced in the ICANN setting? And let's talk about this in two ways. When I say "what kinds," what kinds of experiences, incidence, and think about it behaviorally. How do you know that there's actually a conflict there and how did you deal with it at that time? Before I do a mic thing, just talk to the people around you, maybe just two or three, and just have that discussion on what kinds of conflict you've seen in the ICANN setting. Go.

Okay. We were switching microphones there. Let me divide them into two categories. How many of you have experienced – let me explain – I'm going to say aggressive conflict. And what I mean by that is not like suddenly there's a chair coming across the room at you but just over conflict. You could see it. You could feel it. It is there. It is obviously a conflict of some sort. This is like a show of hands thing. It's a survey. You've experienced that.

What did that look like? What we're the behaviors that you saw? Because it's different with different cultures, that's what I wanted to kind of cook this down. So, keep your hands up and Betsy will come around with a microphone. We'll hear from you. There's two over here. There's one right back – you just walk by one. There we go.

So, what have you experienced? Don't give us names.

UNIDENTIFIED FEMALE: Of course not. I've experienced a situation where one member in that group mentioned something which was probably dedicated to another person. So, I wasn't involved, I was just observing that situation. And that person seemed to accuse another person and that person reacted instantaneously on that accusation.

DAVID KOLB: When you say "reacted," was it like a raised voice? Was it yelling? Was it sarcasm? What was it? Insults?

UNIDENTIFIED FEMALE: I'm not a native English speaker so it's quite hard to find the proper word for that. It was irritating for that person to be called out publicly on that.

DAVID KOLB: So, a public confrontation then?

UNIDENTIFIED FEMALE: Kind of, although not –

DAVID KOLB: I'll point to you, "You did this." You did not do anything.

UNIDENTIFIED FEMALE: Yeah. But without pointing and without naming that person. But the group knew who was meant ... supposed to be.

DAVID KOLB: Okay. Great. Thank you. Somebody else had their hand up. What have you experienced?

THATO MFIKWE: Hi, my name is Thato Mfikwe. I'll just give a brief description in terms of how I actually got into a conflict type of situation. I was elected as NCC rep within NCSG and I was elected as a Chair of that particular committee. But now one of the first things that I did in that role was to actually go over the NCSG charter to understand my responsibilities. So, when I arrived, it's high into what is depleted on the charter. I actually get a lot of conflict especially from leadership and people who are experienced within the community itself.

DAVID KOLB: So, you got a lot of conflict from them, what did that look like? What do you picture when you say you got a lot of conflict?

THATO MFIKWE: I think it's mainly because some people they cannot embrace diversity and because if we are working in a setup like ICANN, when we're talking about policies and when we're talking about policies, it's all about ideas and the best ideas are the ones that actually get promoted. So when you bring a strong case, sometimes people feel like they are disadvantaged by whatever it is that you're trying to do. Because sometimes you end up being accused, name calling and stuff like that –

DAVID KOLB: [Inaudible] name calling, accusations, public confrontations.

THATO MFIKWE: Yes. Because I also was lucky to attend a course that you facilitated in Panama, so that fully prepared me for such things. So, it was very helpful. And one other thing is that some members within the mailing list, they sometimes agree with whatever it is that I do but they wouldn't necessarily express it. But when you see them in person, that's where they can confirm, "But no, you need to [figure out] the one, two, and three."

DAVID KOLB: Thank you. One more. Right behind you here.

UNIDENTIFIED FEMALE: You asked what happens, right? Okay. So, it's a screaming –

DAVID KOLB: Screaming?

UNIDENTIFIED FEMALE: Name calling.

DAVID KOLB: Nice. Okay.

UNIDENTIFIED FEMALE: Abuse, belittling people, foul language, leaving the meeting. That's what I experienced.

DAVID KOLB: That will get your blood going.

UNIDENTIFIED FEMALE: Yeah. And it's called a management meeting of an organization.

DAVID KOLB: Of course it is. Oh, please. I love how she did that, right? She wanted to talk. Not me, but she wanted to talk. Good.

UNIDENTIFIED FEMALE: I want to describe a situation but from an observer point of view. It seemed to be coming from long time ago and the people don't agree on anything. Even if the idea is very good, they will just keep interrupting each other and things like that. Yeah. But I've also seen cases where one person would just be silent like they'll choose not to engage in the fight.

DAVID KOLB: Okay. Excellent. So, that's great. We got a lot of information there. I heard lots of behaviors like yelling, screaming, name calling, belittling, avoiding – which is definitely response to conflicts as well.

I'm going to have you do to a quick exercise. This will be an interesting thing. It's always a fascinating thing in terms of gender and culture too. On this side of the room where you have a big open area, I want you to line up on what I'll call a continuum, so from point A to point B. And the question is: what is your comfort level with handling conflict? Okay. The kind of conflict that we just talked about – raised voice, yelling, screaming, those kinds of behaviors or what that would look like in your culture, this aggressive kind of conflict that's coming at you.

On this side over here, I'm really comfortable. I mean not like I really enjoy it, but I'm comfortable with it. I can handle this, this

is something that I can deal with. It doesn't really have an impact.

Somewhere here in the middle, the group this side – this is going to be about the middle – is it's not the thing I really want to deal with. I'm a little uncomfortable with this. I'll do it if I have to, but gosh, if I can get out of it, I will.

And then down here at this end it's – oh my gosh, I get a little queasy. I just say I don't know. It's like, "Is that really me in this situation? I am not comfortable with this kind of conflict."

So come over here and just line yourselves up and don't get in a fight over where you need to be in the line.

Your comfort level with conflict. Exactly, this is the before picture. Good. Good. Immediately. Yeah. Figure out where you are. And if you don't quite know where to put yourself, talk to somebody in the line and see where they are and that'll tell you. This is the bell curve. Betsy, can we have the handheld? I'll keep it away from the live. Hey, Herb. Good to see you.

Okay, gang. So let's see where we are. I'm not going to interview everybody because that would take the rest of this session but I'm going to start up here. I want to hear. You put yourself at this end of the line, so tell us a little bit about it.

ABDUL: Hi. I'm Abdul [Sabur].

DAVID KOLB: Okay.

ABDUL: Okay. The thing I would like to handle would be like just listen to their response, whatever they said. I would like to try to control myself temper and I would then respond to them in the proper way that is more logical and not biased or I would be losing my temper.

DAVID KOLB: Okay. Thank you very much.

ABDUL: That would be my approach.

DAVID KOLB: Okay. Great. So, comfort level with conflict. Here you go. Talk to us. Why did you put yourself here?

UNIDENTIFIED FEMALE: Okay. I'm not going to pretend because we are [holier]. So if you bring it, I'll give it back to you.

DAVID KOLB: Nice. Nice. I'm going to back away slowly. Okay. I'm going to move down this way. So, you put yourself there. Why here? Yeah. Look at that. He's avoiding even the microphone.

[RAM KRISHNA]: No, no, no. I'm not avoiding it. Okay. First off, my name is [Ram Krishna]. I'm a representative from Nepal. I'm pretty much happy to handle any of these situations. If any of this conflict happens, first we have to listen carefully. Okay. If anyone is saying something like name calling and something like that, if someone is debating something, you have to listen carefully and what they're expecting. And based on that, we have to give – it's not like a prompt response. We have to consider very more seriously and response accordingly.

DAVID KOLB: Okay. Thank you so much. I'm going to come down. Let's see. This is about the middle and you were covering there, so I'm going to give this to you. Because she's already talked. No, no, no. She already talked. So tell us, why did you put yourself right in the middle?

UNIDENTIFIED FEMALE: In the middle – well, I would look pretty calm but I might have butterflies in my stomach.

DAVID KOLB: Not nausea. Butterflies. Different thing. Okay.

UNIDENTIFIED FEMALE: What I would try to do is before I answer someone that I might disagree with, is to take a few deep breaths and [send] to myself and say, “Okay, I will factually respond to that person.”

DAVID KOLB: Great. I love this concept. We’re going to get back to centering too, so I’m going to come here. Okay. How about you? So, you’re putting yourself more down toward the end. Why there?

UNIDENTIFIED FEMALE: If I see a very emotionally charged confrontation, I wouldn’t be comfortable in participating in that and I would probably choose a different forum where I can express my ideas, maybe not verbally or one-on-one in a really –

DAVID KOLB: Okay. Change the situation, maybe get out of the situation. Okay, good. Thank you. I’m coming down this way. Okay. I know,

right? Which obviously sets her up to get the microphone, right?
So, why did you put yourself down this way?

UNIDENTIFIED FEMALE: I always try to avoid conflict. I'm not comfortable with conflict at all.

UNIDENTIFIED FEMALE: She should be there.

DAVID KOLB: She's not comfortable. That's comfortable. This is not comfortable. You need to move?

UNIDENTIFIED FEMALE: You're in the wrong place.

DAVID KOLB: You know, it's funny. I saw Sandra down here and thought, "This is not where she's going to be." I knew you were going to migrate. Okay. Perfect. Now that you're at the end –

UNIDENTIFIED FEMALE: I don't like to be in some confrontation but if I have to do, I get in confrontation.

DAVID KOLB: Okay. Thank you. Now I want to change the question a little bit, alright? And you can resort yourselves based on the new question.

So, same thing, aggressive kind of in your face – if I can use that expression – over conflict but not ICANN, family member, loved one. Does this change where you'd put yourself? Go ahead and change yourselves if it does.

She's heading up. Okay, we got some migration. It's okay. Migration is fine. Interesting. Okay. Since Sandra's nomadic in this whole exercise – so you moved yourself. Why did you move yourself?

UNIDENTIFIED FEMALE: On the professional level, I have a natural protection shield. Sometimes I don't realize the conflict and the moment when it's happening. But with my family, of course I'm more sensitive. When I realized that, it touches me quite and then I'm trying to get everything in order rather soon.

DAVID KOLB: Okay. Abdul, you moved as well. So what's up with that? I mean you were pretty confident and rational, logical over here, and now what's happened?

ABDUL: Well, because I think it depends on what is your seniority level in the family. Sometimes if you are elder, you would have to listen to your minors and you will sometimes have to agree to them and you will just have to listen and just follow them.

DAVID KOLB: So with family, the rules change.

ABDUL: Yes.

DAVID KOLB: Okay. And I saw this red-haired migration. She was moving quickly but I caught it. So talk to her. She came up from there.

DIANA: Hi, this is Diana. I think it's quite different to deal with family conflicts and people you have a professional relationship with because in family, if you'll fight, afterwards you always find like a middle way. But with professional, we live in a society which

likes to call out people publicly, people call out you on mailing list, on social media, and it's something that really ruin your reputation. It's very different for me. So, I feel very comfortable in family conflicts but it's not the same with professional.

DAVID KOLB: Okay. Thank you. One question. I'm thinking about culture and gender here. So, it looks like the gender's pretty spread out, men and women, however you identify, you're kind of all over the place. Okay.

UNIDENTIFIED FEMALE: Women are stronger.

DAVID KOLB: So says the strong woman over there. Okay. How about cultures? I'll just go with continents. North America, raise your hands. Okay. Only one. South America? Got right in the middle. Another. South America? Okay. How about – I'll say Western Europe? I'm just thinking geography more than anything. Okay. Good. Good. Eastern Europe? Alright. Middle East? Okay. There's loose definitions around these borders, I get it. North Africa, anybody? North Africa? Central Africa? South Africa? Okay. And now I'm thinking about Asia. How about – I don't know – Cook

Islands? I had to say that for [Pua] because she's down in the Cook Islands. We're like, "Where's the Cook Islands again?"

UNIDENTIFIED FEMALE: [Inaudible] West Africa.

DAVID KOLB: Like I said, West Africa. I didn't say that. But anyway, thank you for pointing that out. Okay. In terms of Asia, do we have any natives, Japan? Malaysia, Singapore area? China? Philippines? Other places in the Pacific. Okay. I already said Cook Islands, so that counts. Okay.

What's fascinating is in terms of just geographic diversity, we're kind of all over the place too, which I kind of figure it's going to go that way. Have a seat, let's talk about it.

We did notice that some of you did not participate in that line but we'll come back to you. In terms of our comfort level with conflict, pretty much where we learn how to deal with conflict starts in our families. And if you think about it – I'm going to throw this out here, it's kind of an informal poll – when you think about your mother or your father, how many of you would say that your conflict handling styles/anger style is similar to one of those two people? You identify with one of them or a

combination of both of them. Nothing like either of them? There's only three answers here. Okay.

A lot of times how we get angry, how we handle conflict, we learn that as a child. And then we take that into work and the way that we take it into our work setting is we see the examples of others and how they're handling conflict and we take on those behaviors, good or bad. Because we imitate the leaders, we imitate what gets rewarded in the workplace. So when you think about your comfort level, how you handle it – again, we're talking about aggressive conflict here – that's really where it's coming from.

What I want to get into in this presentation – and I want to be aware of my time on this too – is I may not hit all the slides that I had in mind, but what I'd like to really get to is thinking about just handling your response to conflict. What does that look like? How do I handle the response and how do I move it to something else?

There's a metaphor here. Since we're in Japan, I think it's totally appropriate to use aikido as a metaphor. Aikido is a probably the most recent martial art that was developed. It's a wonderful metaphor for conflict. Is anybody in here aikido practitioner, you've taken Aikido, familiarity with Aikido? A bit familiarity? Great. Yeah.

I don't know if you've seen these action films and what have you, and you see people flying through the air and all that. That's usually aikido in terms of how that happens. But it's a fascinating martial art in that it is not an offensive martial art. When you're practicing it, you're assigned how you're going to attack the other person or the one that's going to practice the technique on you. It isn't just sparring back and forth like you see in other martial arts, which makes it a great metaphor but we will get to that.

Then I want to talk about some practices coming off of aikido that'll be helpful, and then again get back to types of conflict and then a response model. How many of you have gone through the Academy of Leadership Program with me? Okay, some. Then I know that I did the Panama Workshop and some others. You'll see some familiarity but there are some variations in the theme here.

First, let's talk about your responses to conflict. Essentially, you've got three. Your brain gives you three responses: fight, flight, and freeze. Behaviorally, what that looks like is fight is more of like an aggression, flight looks more like denial or resistance, and freeze I'd put in those categories as well.

There's a little piece of your brain called the amygdala. It's about the size of an almond at the base of your brain.

Sometimes that's called the lizard brain, the reptilian brain. What happens in the amygdala is that's where you have that fight, flight, or freeze response. It's what I'm going to call the "primal response." So when you first are experiencing conflict, there's this primal response where you want to fight, flight, or you just freeze in place. And it's situational because we may respond differently to different situations. We may respond differently to family than we do at work in terms of that fight, flight, or freeze. But what happens there which I think is fascinating is that the amygdala releases the same amount of adrenalin and cortisol conflict hormones, if you will, in both of these situations it's the same amount.

Where I live in Southwestern Colorado, we've got mountain lions. Where some of you live, you've got lion lines and tigers and all sorts of predatory beasts that are around. So if you're encountering a predator, whoever your alpha predator is in your neighborhood, you have this fight, flight, or freeze response. If you get a really snarky e-mail on the Listserv that's using language and calling out and it's all caps, your brain will release the same amount of adrenalin and cortisol as it does to a predator.

How many of you have ever had a pretty intense emotional response to conflict where you felt it, the adrenalin is there? Because it lasts about 90 seconds to flush through your body

and you've got that stress level that goes with it. The reason that happens is because your body is getting ready to do something. If we take it back to more evolutionary times when we were encountering a predator, that's the moment where it's like, "Okay, I'm going to stand right here and see if it goes away," or "I'm going to run and see if I can outrun it," or "I'm going to fight this thing." Those hormones give you strength; they give you endurance for a really short period of time. So that's what we're calling the primal response.

Something to think about is – it's all about blood flow. When I had you lined up here and I had you visualize that conflict, for some of you, you were probably having a little bit of a cortisol/adrenalin response to it because you're recalling the situation that you were in when that happened. And that's the other thing that the amygdala does. The amygdala figures out, "Okay, this memory had an intense emotional response. We're going to store this in one part of the brain. If it didn't have as much, we're going to have it a little bit further away." Because you learn how to respond over time too in the next situation.

A tip on getting out of this primal response is to think about how you're feeling. When I say, "Think about how you're feeling," it's going to sound really elementary but it's fascinating. Someone is yelling and screaming at you, if you just think for a moment – don't do it out loud because that would be kind of strange for

the person yelling at you when you say, “I’m feeling really angry right now.” But if you think about how you're feeling – and if you want to add to that and the intensity at which you're feeling it, so there’s like, “I’m a little angry, I’m a lot angry, I have a rage,” you can think of whatever would translate in your native tongue, the intensity of that – but when you think about that, your blood flow in your brain moved to the front, the prefrontal cortex. That’s the thinking/feeling part of your brain.

Question? Use the mic, if you will, for interpreters.

UNIDENTIFIED MALE: I think everyone understand for English.

DAVID KOLB: We’ve got English and French or we’ve got French and Spanish going.

UNIDENTIFIED MALE: Okay. What you are explaining how blood is going to flow in the body to the brain, I wish to know, is it related to individual character or behavior?

DAVID KOLB: It’s related primarily to behavior. I’ll come back to the individual character too though because I think there’s some variation on

that in terms of how your amygdala works. I don't want to spend a bunch of time on brain science with this, but the big message is that you can change the blood flow just by thinking about how you're feeling.

Did anyone see the movie Free Solo about the guy that climbed the Yosemite with no ropes and things like that? In that movie there was a fascinating clip on a brain scan they did to this guy. This guy, a rock climber, no ropes, 4000 feet. It took him about three hours because he is that good. When they did a brain scan on him at one point, his amygdala is kind of broken. It just doesn't fire because he is in these intense situations and what they showed on the scan is it doesn't heat up like other people when you put them in those situations.

I thought, "So that's what makes them that courageous," or that – I don't know if it's courage or foolishness sometimes but his amygdala doesn't work. To your point about, is it an individual character thing? I think for some, we have that how that regulates for us genetically too. But big takeaway here is about think about how you're feeling and you can change your response to conflict.

The other thing to think about with this too is that when you have this primal response ... How many of you have ever caused

a conflict? That'd be tough not to, right? At some point in your life you caused a conflict.

UNIDENTIFIED MALE: You use one word and then –

DAVID KOLB: Absolutely. And especially with your loved ones. You know the trigger. It's like, "Does that hurt? How about now?" Yeah, okay. Because you just know what those triggers are, right?

UNIDENTIFIED FEMALE: Yes.

DAVID KOLB: Exactly. Something to keep in mind is if you're causing the conflict, it's a difficult message. It's something they don't want to hear. Know that they're going to have a primal response. They're going to have this amygdala problem. They're going to have a primal response to that. And, by the way, you're going to have a primal response to their primal response because suddenly they reacted to something you said, so now you're in you're feeling brain.

Again, think about how you're feeling. I'm feeling annoyed, I'm feeling anxious. Because the other thing to keep in mind is if

you're feeling angry, anger a lot of times is characterized as a secondary emotion, and the primary emotion under it is fear, it's guilt. Those are the two underlying factors many times. There's others we could associate too but fear and guilt – when you think about when you've been angry, just peel that layer and see if there's something under what you would identify as an angry feeling. So you have this primal response initially. Think about how you're feeling. That will start to get you out of that.

Then a piece of it is, acknowledge that conflict exists. By acknowledging it, you're not agreeing with it, you're not taking a side. You're just acknowledging that there is a conflict here. Accept your role in it. Besides saying, “Hey, I didn't do anything,” and deny, just accept, “What role did I play in this?” It might be something that's a bad perception and it's just getting together and figuring out what's the appropriate perception of that.

Appreciate the different viewpoints, feelings, and goals. And I know in ICANN, everybody has the same viewpoint, the same goals, the same perspectives on things, right? Yeah, hardly. I can name SO/ACs, working groups I worked with and you can just see what's going on, the tension that's there.

Then adapt your style effectively and constructively. This is the hard part because it's personal. It's coming at you and I'm supposed to adapt my style, I'm supposed to give in, I'm

supposed to do something. You're the only one that you can change initially. I mean you might bring somebody else around eventually but it's what you model that's going to bring them around. So if you model trying to understand and appreciate that viewpoint – and how would you show that you're appreciating the other viewpoint? What would you do? Sorry?

UNIDENTIFIED FEMALE: Listen.

DAVID KOLB: Listen. Yeah, pretty straightforward, right? But a lot of times we don't have that training in terms of how to listen effectively. And we have this conflict coming at us that makes it even more challenging. When you think about it too – here's the difficult part – let's say it's not in-your-face conflict. Let's say it's more covert where you know the conflict is there, it surfaces now and then, but you can't quite pin it down. Have you ever had that kind of conflict? Lucky. One of you caused that kind of conflict.

That's called passive-aggressive or passive conflict. It's below the surface but then something happens and you see a behavior where it comes out of the water, if you will, and it's like, "Oh wait. There's something there. I hit a nerve." It's being able to say, "Okay, I want to find out what this issue is. I want to surface

the issue and bring this forward,” where you do ask that question or say that word and then you see it full-blown, here’s the overt conflict. So it’s a false expectation.

Question please? Let me get a mic or actually, if you will. That’s okay. Just for the interpreters, we’re going to give you a mic. This is a small group, so this is great.

UNIDENTIFIED MALE: Hello?

DAVID KOLB: Please.

UNIDENTIFIED MALE: When you get a dose of cortisol, it’s basically adrenalin. Is it even possible to think rationally at that point? Aren’t you reacting immediately? That’s the first reaction when you see a lion. You don’t stand there thinking about what you need to be –

DAVID KOLB: “How do I feel right now?”

UNIDENTIFIED MALE: Yeah. “Let’s reassess the situation.” You just react immediately. So when you're in a conflict situation, your initial reaction is to either attack or flee or freeze. So how do you manage that?

DAVID KOLB: Ninety seconds.

PARTICIPANT: You don’t have 90 seconds.

DAVID KOLB: No, no. I’m just saying it takes 90 seconds for the cortisol to flush through you. So you can respond and react in there. Usually what’s happening there too with human conflict unless it’s incredibly aggressive or something is you do have this time when – let’s say we talked about raised voices, yelling, screaming, those kinds of behaviors. You're experiencing this – and how many of you have been in the situation where you've had somebody angry at you and they're expressing that anger and you tried to say something or you tried to do anything in that first 90 seconds or so, was that helpful at all?

UNIDENTIFIED MALE: It’s like gasoline.

DAVID KOLB:

It is. It can be like gasoline. And that's a great metaphor. There's a quote that I use a lot that [Carl Jung] said. He said that conflict is like fire, it both consumes and it eliminates.

How many of you coming out of a conflict were better for it? I mean you had a clear understanding, the relationship actually improved, things like that. Have you ever had those kinds of conflicts? Yeah, sure. We all have. So, there's always that potential in the conflict to come out with a better understanding.

To your question, if you're having the same kind of gasoline effect, you're just keeping the cortisol levels up in both of you. I'm thinking about how I'm feeling, I'm changing my blood flow a bit. Then here are some tricks. But don't tell them, "Hey, I got some tricks to help you calm down here." It's almost like somebody is yelling and it's like, "Hey, listen. When you can be more rational, let's talk about it then." That's effective, right? Yeah, that's where you get chairs throwing at you and things like that.

UNIDENTIFIED MALE:

I think also it depends on how you beat your own personality and behaviors. Because let me tell you the truth. For example, I am on the road or I am at work or I am at home and someone wants to get into conflict with me. First I think I'm going to keep

quiet. Because I believe when you want to get into conflict with me, you are already prepared for it. You have arguments, you have tools, you have everything. And then if you seem you are weak than me, I will never respond. I will smile and I will keep quiet.

DAVID KOLB: Interesting.

UNIDENTIFIED MALE: Because what is important is not the first instance of the conflict. What is next after that.

DAVID KOLB: Yeah, agree.

UNIDENTIFIED MALE: Thank you.

DAVID KOLB: One suggestion. I like the idea of keeping quiet and listening. Smiling while you're doing that might not be the best strategy. Laughing out loud would be a bad strategy at that point. Because there are these behaviors that we have – how many of you are nervous laughers? Like in stressful situation, you kind of

laugh nervously. Anybody? That’s a common behavior. There’s just that bubbles up. So we have these things and how they’re interpreted will vary.

What I’m trying to get around to is in that 90 seconds where this is coming at you, there’s not much you can do but you got to do something. Especially if you get this 90-second rant I’ll call it, this 90-second lecture on something and it’s the raised voice, one thing that you can do, one trick at the end of that or in the midst of it – and this is going to get you a little bit more but hopefully it’s not gasoline – is to say, “I really do want to understand your point of view on this. Can you give that to me in three points or can you give it to me in a summary? Because I’m just trying to make sure I’m taking in everything that you’re trying to say here.” It’s a matter of – you’ll probably get a raised voice again but not as raised as it was. Then it starts to go down more.

Then finally you get to what we’re going to call human interaction. Your takeaway then at that point is like, “Now we can talk about it.” because before, both of you are in that mode but if you can get your blood to go a little bit different, it’s going to help get out of that mode faster.

I want to go through here because I know we started late, we don’t have a lot of time. Aikido as a metaphor for conflict I think

is fascinating. So if you break the word down, what aikido means is essentially it's the way of harmonizing energy. If you watch people doing aikido at the higher ranks, it looks like dance. It isn't this standing back and you've got kicks and punches and things being thrown, it looks like a form of dance and it's very close – it's very close into working with somebody. And I think it's a great metaphor because to understand conflict well, you need to get close. You need to get closer to somebody. I'll say that mentally trying to understand from their viewpoint – and a lot of times the moves in aikido if you slow it down, it's something as simple as, "Here's the energy coming toward me, I'm going to let it go this way and just turn to the side and try to really understand as it passes me by."

There's a principle in aikido which is to protect your enemy, which is fascinating, essentially to help them not hurt themselves. I like that. See? Basically, when you got this aggression, you've got this conflict coming at you – and in moves in aikido there's twists, there's holds, there's locks, there's things like that – if they continue to force in that, they're going to hurt themselves. But you're not hurting them. You're not changing anything. You're not putting any more pressure. They're putting more pressure by exerting more energy.

So, one of the pieces is protecting your enemy from hurting themselves. I think a translation especially in many Asian

cultures, it translates to saving face. Helping people save face in a situation where they don't totally embarrass themselves, helping them out, maybe rephrasing it in a way that you can both understand it. That's what I would translate that to. But protecting your enemy – which gives you a different frame of reference on the conflict, right? I want to protect myself is self-preservation, but I also want to protect this protagonist, this thing that's coming at me in some way.

UNIDENTIFIED FEMALE: [Do you ever think about it]?

DAVID KOLB: No. Which is fascinating to me, yeah. I have a hard time thinking about it too.

UNIDENTIFIED FEMALE: I do know for me, just keeping [inaudible]. That's it.

DAVID KOLB: So you're in the other martial arts. Yeah. She'd be a good one to practice with.

In aikido, we never attack. People are assigned that role. Wanting to strike first to gain advantage over someone proves that your training is insufficient. Isn't that fascinating?

Then do not cower from the attack, control it before it begins. You see it coming, how do I need to move? What paperwork do I need to get an order? What lengths do I need to pull up that will help us understand whatever this issue is better? And that non-violence is the true practice of aikido. Your intention is not to be violent here. You can't attack with it. You can only defend with it, which is fascinating. That was the founder.

I like using this metaphor too. In the storm, you're the eye, and the eye is noted as being what? Calm. There's lots of storming going on around you but the eye is calm. When you watch aikido being practiced, the person in the middle is pretty calm. They look very calm and things are happening all around them. As you move up in the ranks of aikido, they increase the number of opponents attacking you at the same time, which that's just fascinating, when you've got five or six coming into whoever's taking their test or whoever's practicing.

I'm going to skip over this for the sake of time. Three principles for aikido. One is centering. Who mentioned centering when we lined up on the continuum? Is she still here? She was right in the middle over here. She said, "I take a breath. I try to get centered." That's huge. Originally we had a big session, we had a yoga instructor that was here that was going to do some breath work with us.

Centering, essentially, it's taking a deep breath and it's taking the breath lower in your body. Your center is right below your navel. Put your hand right below your navel, find your center. I'm not going to do it. I want you to do it with yourself. I want you to take three deep breaths. By deep breath, what I mean is I want you to count – don't count out loud because that would be fascinating when people are walking by – five-second inhale, five-second exhale three times.

What happens physiologically when you do that, your body, it's not that it can't release adrenalin but if you're breathing that low in your body that balanced, it's much more challenging to have an adrenalin release. So one of the things that you can do if you find yourself going that way – you were mentioning before – is breathe. And know that you've got 90 seconds before you can really have a conversation with this person. That's centering.

Extension – reaching out in a way to offer a way out of the conflict, saving face. I talked about that. How do I identify an issue that we can both talk about? That's a great way to reach out. It's putting the issue in what I'll call a mutually discussable way because it doesn't have a position attached to it. You both can discuss, "Here's the issue we're talking about." We're talking about budget. We're talking about this policy. We're talking about PDP. We're talking about rejection review requests. We're talking about these things, not about this thing that happened

to this situation but a larger frame where you can both talk about it.

Then leading control essentially is directing the attack in the harmless channels. Physically, if you and I are in conflict and we're facing each other, it goes back to animal behavior. We're making eye contact, we're facing each other, and we're talking about this issue. If I've got a piece of paper and if I get beside you and we talk about this thing on the paper, the energy changes in terms of that confrontation. We don't have the eye contact. No matter your culture on that one too, it's very effective. I mean you don't want to get too close obviously with your personal space but just coming in and redirecting the vision, that's a helpful way to start to diffuse the conflict.

We're not going to do these. We don't have time. We've talked a little bit about expressions. Betsy, how's my time? 15-20 minutes? Great.

You do have a choice as to how you respond to the conflict. This is something to weigh out. This is an old model by Thomas Kilmann, the public domain. Thinking about what's the importance of the relationship? What's the importance of the issues? Or another way to put it is concern for others, concern for self. If there's a low concern for others and a low concern for self, issues aren't that important, relationship is not that

important, you can avoid the conflict. Walk away. The stakes are low. You don't have to do this unless you're like a recreational arguer. You just like to have arguments. How many knows somebody like that? I've seen them in ICANN for sure. It's like, "Yeah, give me the mic. I want to have an argument. I traveled a long way to have an argument."

If you've got a high importance of the relationship but it's not that important, the issue is not that important to you, accommodate. This is not the ditch I want to die in. I don't have to commit to this. It's okay. I can accommodate this.

If your concern for self issue is high and it may – I'll say it – damage the relationship – I'm not trying to be dramatic with that but it might cause hurt feelings. You may advocate because this is a point I'm digging on. I need to be on this thing and I'm going to stick to it because this issue is really important. Obviously high-high, assert.

Then somewhere in the middle there is this box on compromise. Compromise is sometimes looked at as a negative. I don't think it really is a lot of times. We were talking about this in the leadership program this week. It's where you both give up something but you both walk away willing to deal with the decision. Does that sound like consensus? By definition, consensus is we leave the room and we're willing to support the

decision that we made. That's pure definition of consensus. It's just that. Compromise is a lot of times a big piece of this.

This is a thought on what are some steps. Sometimes it's really nice to have a model on how do I deal with conflict? We mentioned listening. Listen carefully. That's a key skill. Summarize, paraphrase, make sure you're getting the message because a lot of times there's a lot of emotion around it, you may not get the message unless you really try to understand it. Paraphrasing and summarizing will help you get that message.

Deflect the aggression, diffuse the emotion. Those three at the top are great: listen, deflect aggression, diffuse emotion. That's something else that you see in aikido, going back to our metaphor, it's the conflicts moving all the around – the eye of the storm. That's deflecting the aggression and diffusing the emotion, letting it come down. If you just add the gasoline, add the fuel to the fire, that's not diffusing the emotion. It's not diffusing the situation. So, listen, deflect, diffuse.

The second step then, this expression of “go to the balcony” comes from negotiation work. So you have a dance floor, there's a lot of people dancing on it. You've got these two, the SO/AC that's in conflict with each other, you're trying to understand this. You go to the second floor and you look down from the balcony to get a better picture because part of our response was

acknowledging the conflict, not accepting it necessarily, not agreeing with it but acknowledging it. So go to the balcony is an expression of being able to look at it objectively. Removing yourself from the action so you can see it objectively.

Step to the other side like we were talking about here, change the energy that way, and then surface the issue. Bring the issue up. Especially if you're dealing with more of a passive or a passive-aggressive conflict, you don't know what the issue is. It looks different in terms of what you're getting behaviorally but the underlying issue it might take a while to surface that. We could spend the day just on that by itself.

UNIDENTIFIED MALE:

You mean at the first point, what it seems to be a conflict is not really a conflict. It becomes a conflict when you feed that conflict. What I mean it is like someone who is driving. They are two cars. One is coming in this way, another one is coming in the opposite way. The one which is coming here is having the long distance right and you have the short distance right. When you meet, you see this person is [lighting] the wrong one. And me too I want to [inaudible]. You get collision. But if he's having the long distance right driving and you are coming, and this person is going to narrow down the right then there is no collision. That is

what I think in terms of conflict. If you don't feed the conflict at the beginning is not a conflict.

DAVID KOLB:

Agree. The conflict may start out as just it's a difference in goals, it's a difference in perspectives, it's a misunderstanding, and it's when you get behaviors feeding into that or misperceptions, that's when it gets escalated into more of a personalized conflict if I can put it that way. Because conflict by itself, like [Jung] says, it eliminates and it consumes.

One reason that we're here is because there's conflict. We disagree on how the policies should be made or we want to make this policy and there's lots of disagreement. In my first meeting, I remember talking to someone and he was I think in the Singapore office and he said, "Oh my gosh. When I watch policy being made, it's messy and it's sometimes mean and it's sometimes nasty. But then you come out at the end with this and it's just beautiful." Where he was starting is not where I expected him to end. But it is part of the process. By being human we're going to be in conflict in some way.

The final step here then, reframe, focus on the issue, clarify agreements. Reframing is a mutually discussable ... that's what I mean by reframing it. What we're in conflict about is X, how can I

put that in a way that we can both talk about it? So it saves face for both of us or it gives face to you perhaps.

Then focusing on just that issue. When they go off on the, “Well, if this person wasn’t the chair and if my vice-chair didn’t do what he/she does then I could do this.” Let’s get back to the allocations that we have on money for this or the time that we have to do this in. Those are the issues that we’re trying to discuss. So just bringing them back to the issue.

Then finally clarifying the agreements. At the end of it all, what are the agreements that we’ve come to so we both have a clear understanding of “we’ve agreed to this”? It’s kind of the MoU. It’s the Memorandum of Understanding. We’ve agreed to this. This is when it’s going to happen. This is who’s responsible for it. It’s kind of a final piece to that.

I’m going to stop there and take any questions that you might have. Please, Betsy.

ELIZABETH ANDREWS: I would also remind you that feel free to ask a question in Spanish or in French.

UNIDENTIFIED MALE: I think for me, my question in regards to conflict, do you think it's healthy when you are in a conflict type of environment for you to suppress your anger or is it healthy?

DAVID KOLB: Two things. I think it goes to your anger style. I'm not going to spend time on your anger style but for some people, suppressing their anger is their style of anger. We call it the "pressure cooker." The pressure cooker essentially it just keeps in ... and if you continue to do that, it's going to affect you physiologically. Your stress level is going to affect you in some way.

For other people, there's a style called the bean counter. The bean counter, what that translates to, you and I are having an argument about something and you bring up something that I did in November and December and January because you've been keeping a record of all of these violations. That's the bean counter. How many know the bean counter anger styles?

Then you also have the tiger. The tiger anger style is essentially "I'm going to get in and do as much damage as I possibly can so I don't get hurt and then I'm going to walk away." If anybody has Italian background, a lot of times the tiger is there because the families just get into it and they have these big fights, and then they have a big meal together and it's all good. But it's all out there. It's all out and done at that point and it just dissipates.

To your question, suppressing the anger is not a good thing especially over time but trying to say, “Okay, I want to resolve the conflict.” You know the emotion is going to dissipate. If you keep having that interaction with someone – it’s just the chemistry. We just get into it a lot. That’s another conversation. So after you're done with this issue, it’s like, “Why is it that we tend to have these arguments?”

I walked out of a meeting earlier today and I made a comment. I said, “It seems to be there’s a lot of tension between these two groups.” And somebody told me, “It depends who has the microphone.” Yeah, I get it. Absolutely. It depends who has the mic. Because the tensions are there historically and personally for a lot of people.

Other questions? I saw some other hands. Take one at the back and then we’ll come back [inaudible].

SUSAN:

Thank you for the presentation. I am not of Italian origin but of Armenian origin. My question is if the genetic studies prove that these or that origin is more conflicting, are there any researches to read to understand also the person who is in front of you to mitigate the conflict better based on this origin? Thank you.

DAVID KOLB: I'd say be careful with that because we don't want to make a big generalization. I apologize to any Italians in the room. We don't want to generalize it to the population necessarily because I know when I make that assumption, that's the one person that's going to break that stereotype. We want to be careful about stereotyping a specific population in a certain way. So I'd say it's more situational and individual in every situation.

SUSAN: No genetic intervention [inaudible]?

DAVID KOLB: Probably but none that I know of that I could cite in this study there was this or we found that ... I haven't seen one associated with anger. If we got into – I don't know – psychopathic behaviors, that might be different in terms of genetics.

UNIDENTIFIED MALE: I wanted to add on top of what Susan said. Besides genetics, there's also a cultural thing which we've discussed in the exercise. And if you've noticed in the exercise, people shifted depending on which region they're in. I'm assuming – and tell me if I'm wrong – there are some regions where conflict resolution is ... let me just put it in a different way. You don't have 90 seconds because if somebody is trying to create a

conflict, it's like ... I'm going to go to that example with the lion again. If a different lion comes into your territory and if you're going to stand there for 90 seconds, you're going to lose your grounds. So you attack and basically if you want to stay in your ground, otherwise, you're going to have to walk away. In my practice, there are regions in the world that are like that. So if you're going to breathe for 90 seconds, you've lost that conflict, so there's no way you're going to resolve that afterwards.

In Italian culture, for example, they solve conflicts by yelling at each other. Then they hug and then it's dealt with.

DAVID KOLB:

And it's all good. Right. Let's get a glass of wine. Agree.

I want to come back up to her and let's go back there. I'm not advocating that you're breathing for 90 seconds in any situation like I'm so calm and you're so angry, I'm just so Zen and you're so not. I'm not that all. The 90 seconds was more about how long it takes for you to get the adrenalin washed out of your system or the other person, and you're not going to accomplish much in the 90 seconds if you're trying to push back or trying to argue at that point because they do have this emotional response.

Yes?

UNIDENTIFIED FEMALE: You were talking about the importance of issues and importance of relationships and you talked about compromise, but this assumes that you both want to compromise. So what happens in a situation where you're very strong with your ideas?

DAVID KOLB: I don't know. I say that because this comes up a lot especially in the ICANN setting. I think this is a real dilemma or a challenge is a person ... Have you ever been in a meeting and you heard somebody say, "Karl, I'd like to speak from my personal point of view" versus "my professional point of view." And you know at that point there are two points of views that they might be conflicting within this person. It's like, "I'd really like to come to your side of the table but I'm being paid to be on this side of the table." I'm here representing an IP law firm. I am here representing a registry/registrar and this is our position, and I can't back down on that position because that's the position I professionally ... that's why I was sent here to take that.

There's no easy resolution to that other than maybe to ask a question of, "Do you have a range?" versus one answer. Do you have a range of what you're able to give or not give in this particular situation? And trying to find out what that is versus it

being one thing. What's the gray versus the black and white that's here?

UNIDENTIFIED MALE: It's not a question, just a comment. On the topic of stereotyping, full disclosure. I'm working for nine years in a company which was back nine years was a startup. So I've been through a hundred different conflicts through those nine years. If you're watching the series Silicon Valley, most of that is true. It happens.

Stereotyping on nation or something like that, it never worked well. But what worked tremendously well for me – I just wanted to share it – is the concept of DISC. That's a behavioral assessment tool. That's Dominance, Influence, Steadiness, and Consciousness. It just takes maybe 20 minutes. You can find an online testing tool. You can just walk through it to figure out what's your personality is in terms of that tool. After that, you can just compare yourself to your opponent. Maybe half of my problems maybe even just disappear after. I started to understand who is the person in front of me.

DAVID KOLB: A piece of that – and there's a comment right over here. We'll take one more and then we need to wrap up. A piece of that is

what I'll call – I don't want to simplify it too much but there's operating style differences. The way that I operate, the way that you operate. If I have an understanding of these different operating styles, it helps to depersonalize the conflict, to know that you like to do things that way and I like to do things this way. That's with my preference. But just having the appreciation and the acknowledging that is a helpful piece. Thank you for that.

[KRISTIAN]:

I would like to know something. It's about handling and mediating the conflict. Let's assume that he and her are in conflict and I am the chair. Maybe she is in another group and we are trying to make a policy and she believes that we have to do it this way and he says we have to do it that way. I have to come in and try to solve the problem. But it happens that maybe – I am not too straightforward. I tend to agree on what she's saying knowing very well that the decision that she's trying to make is not right. It is for the group. So in this case, how are we supposed to solve it?

DAVID KOLB:

If you're truly in a situation – I wish I had the slide on this. Oh, I do. If you're truly in a situation of mediation of “I need to solve this third part conflict,” something to really be careful of is it's

not about her doing this because then that gives you a position. If you're really trying to mediate it, you need to not have a position yourself and let them – if it's between the two of them – figure out what their positions are, where their points of agreement are, and then where their points of disagreement are. We don't have time to get through the slide but basically the best way to solve that kind of conflict is to start with points of agreement. Where do you agree? And then go to what I'll call low value disagreements, meaning it's not this huge contentious thing. If it's a divorce mediation, for example – you're not going to be doing those but I've done those – we're not going to start out with who gets the kids. We might start with the car. But we're not going to start out with that contentious emotional issue. Because by looking at agreements and then small low value agreements, we can then move to higher value disagreements because we have a pattern of agreement emerging. So one way to deal with it is to find out what they agree on and then it's build up to what that major thing is. So they get used to agreeing with each other too.

Okay, I think we need to wrap up at this point because I'm sure the room has another purpose after this. Thanks for coming. I mean we filled the room but I really appreciate the time and energy and you're willing play. Sorry we started late and we had

to vary it all out, we had to make it different than what it was but I had a good time. I hope you did.

ELIZABETH ANDREWS: Thank you, David. Please join me in a round of applause for David. Thank you for your time. Thank you for your flexibility. Thank you, David, for being incredible and improvising like this. It's been a real treat for us all.

I know several of you are interested in the PowerPoint slides, those that we saw and the others that are in the deck, we will be uploading this to the ICANN meeting schedule. So where you go this session, it will be made available to you there.

Then I'll just remind you one more time that we would love to have your participation in the Age Survey. So [ICANN.org/agesurvey](https://www.icann.org/agesurvey) so that we can collect more information about diversity and participation.

Thank you for your time. Have a good day.

DAVID KOLB: Have a good meeting.

[END OF TRANSCRIPTION]