

# **ITU-T Workshop on Bridging the Standardization Gap and Interactive Training Session**

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## **International Standardization In General**

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# Outline

## ➤ **The Standards Environment**

- Characteristics of international standards meetings
- Preparation for standards meetings
- How to write a good contribution
- How to prepare external and internal reports

# Major Sources of Standards

- Standards Development Organizations (SDO) – voluntary membership producing voluntary standards
  - Traditional SDOs: ITU, ISO, IEC, ATIS, ETSI, ASTM, IEEE, CEN
  - Forums and consortia: tend to be product or market-focused
- De Facto standards (e.g., Windows)
- Regulatory standards – tend to be from governmental organizations like ITU-R (e.g., spectrum)

# International Standards Environment

- There are 100's, or depending how one counts, 1000's of standards bodies
- Many are inter-related, some overlap
- All should be based on openness, transparency and due process
- Choose where to participate, where to monitor, which to ignore; decide where to lead and where to follow

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# Standards meetings (1)

- There are many types of meetings
  - ➔ The goal of a standards meeting is to create agreements
- Requires, at the end, written words
  - ➔ Definitions become critical
  - ➔ Language becomes critical
  - ➔ Clarity is demanded

# Standards meetings (2)

- Usually involves:
  - Travel - leave sufficient time before and after the meeting!
  - Large preparatory time
  - Clear, written rules to ensure openness, transparency, due process
  - Intense meetings and long hours
  - Written reports
  - Multiple iterations between first efforts and final product

# International (1)

- There might not be a natural commonality of interests or goals
  - ➔ National and regional differences
  - ➔ Marketplaces are different
  - ➔ Regulations are different
- Large-scale competition
- Cultural differences
- Everyone comes with their own language but all work in one language



# International (2)

- Translation is inherently imprecise but precision is demanded
  - Sometimes lack of precision has been deliberate
- International standards can be used to help, or hinder, trade and national/regional influence

# People Characteristics

- Experience and skills have a profound impact on getting things done
- Good results cannot be reached with an ineffective Chair
- Good results cannot be reached with ineffective participants
- Those who know the rules, history, issues and people will probably win

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# Leadership Preparation (1)

- Review where the group is
- Anticipate who will do what
  - Constructive contributors
  - Troublemakers – the ‘bad boys’
- Consult, to find out what is really the most important thing for each side
  - It is NOT always what they say in public

# Leadership Preparation (2)

- Organization of the meeting
  - Agenda
  - Time management (Work Plan)
- Consult
- Set reasonable, stretch objectives
- A POINT TO “TAKE-AWAY”: plan your meeting times for each agenda item and stick to it as much as possible

# Leadership Preparation (3)

- Get everything set up in ways to enable the meeting to make progress
- Keep things moving forward, within time available, within resources available, within defined scope
- Know what's coming and anticipate how to handle it

# Leadership Preparation (4)

- Minimize or negate disruptive elements, including:
  - People
  - Venue
  - Support structure
- Know the objectives for the meeting, the next meeting, the next meeting

# Management Skills

- Bring diverse views and people together and enable them to make progress
- Cannot force an international standards meeting to do what it does not want to do - i.e., the fictional “Power of the Chair”
- The real Power of the Chair is to help the meeting come to agreements by setting the right environment



# Management Skills For Intergovernmental Meetings

- ITU: An extra element is added – Governments!
- Each Member State is sovereign
- TAKE-AWAY: Never require that a government take a public position or make a public statement of support or opposition

# Participant Preparation (1)

- At least 2 to 3 times as much time for preparation as for the meeting itself
- Anticipate
- Talk with others, especially the ones you don't want to talk to
- Set reasonable expectations
  - ➔ No one wins 100% of everything

# Participant Preparation (2)

- Know your trade-offs between winning your point versus the time that might be needed
- Ensure on-site delegation has flexibility to react in real time
- Do your homework!

# Participant Preparation (3)

- Write down your objectives
- Allow sufficient travel time
- Plan to be at all the meetings
- TAKE-AWAY: Understand what are the MOST important things to you

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# How to prepare a contribution

- State the issue to be addressed
- Provide necessary background information: this is generally short
- State your proposal and provide sufficient support to be convincing
- End with a Section called Proposal
- Add an Abstract to the beginning
- One proposal per contribution is the best approach

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# Standards meeting report

- A meeting report is NOT meeting minutes
- Include required information, e.g.:
  - the agenda,
  - names of participants (if not found elsewhere),
  - title and source of each document with a very short summary of what it says,
  - concise report of the highlights of any discussion and a clear statement of the resulting decision of the group



# Other External Reports

- If reporting in a leadership position, such as Rapporteur or Editor
  - Do not abuse your position
  - Do not change substance under the name of editorial fixes
  - Fulfill your commitments

# Internal Reporting – many needs

- There are multiple internal audiences for standards meeting reports, each with its own interests and needs:
  - Standards participants
  - Standards managers
  - Technical experts
  - Business units
  - Middle management
  - Top management

# Internal Reporting (1)

- Planning horizon for at least the next 2 meetings and preferably through approval of the new standard
- Include Facts and Opinions separately
- Consider where to put future efforts in the standards body:
  - Working level
  - Middle management
  - Higher management

# Internal Reporting (2)

- Short reports for your management
  - ➔ What was at stake
  - ➔ Who was there
  - ➔ What happened, and whether it was good for you or bad for you
- TAKE-AWAY: Tell management what they need to know, not what you need to know



**Thank you**

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