

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

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Interactive Training Session: Strengthening success in international standardization

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Who is responsible for success in a standards meeting

- Participants
- Leaders
- We will take each in turn and discuss:
 - ➔ Preparation before the meeting
 - ➔ During the meeting
 - ➔ Reporting after the meeting

Participant and Chair

Participant

- Look at your particular work items
- Goals for the meeting
- Do advance work to gain allies
- Anticipate what might happen
- Have a backup plan

Chair

- Look at the 'big picture'
- Goals for the meeting
- Know who will attend
- Set agenda and timing
- Anticipate what might happen; talk to people
- Have a backup plan
- Be neutral

Participant and Chair

Participant

- When confronted with a challenge, listen and respond to explain and defend your position
- Seek ways to gain support from others to overcome differences
- Your job is to win what is most important to you

Chair

- When confronted with a challenge, listen, don't react, talk to those on the other side of the issue, don't react.
- Seek ways for others to resolve their differences
- Chair's job is to enable win-win

Participant Perspective: Preparation (1)

- At least 2-3 times as much time for preparation as for the meeting itself
- Anticipate
- Talk with others, especially the ones you would rather not talk to
- Set reasonable expectations
 - ➔ Know your trade-offs between winning 100% and the time that might be needed
 - ➔ No one wins 100% of everything

Participant Perspective: Preparation (2)

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

Participant Perspective: At the Meeting (1)

- LISTEN to others
- Present contributions clearly
 - ➔ TAKE-AWAY: Practice at home; practice the night before
 - ➔ DO NOT READ to the meeting
 - ➔ State the issue, the broad means to solve it, your proposal

Participant Perspective: At the Meeting (2)

- Talk off-line with others
- Do not eat only with your own colleagues
- HARDEST TAKE-AWAY: Introduce yourselves to those you don't know
- Continue to build relationships
- Winning does not mean making the other person lose

Participant Perspective: At the Meeting (3)

- Know the decision-makers
- Continuity and personal relationships are key
- **BIGGEST TAKE-AWAY:**
 - ➔ To be successful in standards,
BE THERE!

Participant Skills

- Use a delegation manager for before, during and after the meeting
- Do frequent cross-checking with each other during the meeting
 - ➔ Make mid-course corrections if it makes sense
- Have designated spokespersons

Leadership Perspective: 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 Perspective: Preparation (2)

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

Leadership Perspective: Chairing the Meeting (1)

- Be neutral
- Be calm
- TAKE-AWAY: Do NOT respond to every intervention
- Actively keep the meeting on track
 - Scope
 - Time
 - In meeting sessions and off-line

Leadership Perspective: Chairing the Meeting (2)

- Don't panic
 - ➔ At least, don't panic too soon
- Let everyone have their say
 - ➔ They will do it eventually, so you should be in control of when it happens
- All interventions go through the Chair:
 - ➔ Everyone says: "Thank you, Mr. Chairman" to start and to stop speaking

Leadership Perspective: Chairing the Meeting (3)

- Learn when to close a discussion
 - Repetition of viewpoints
 - Public debate get too hot
 - LISTEN and WATCH faces and body language
 - Participants will tell you when it's time, if you are listening to them
 - They will thank you later

Leadership Perspective: Chairing the Meeting (4)

- The ultimate management tools:
 - ➔ The Coffee Break
 - ➔ Shift the burden to those causing the problem:
 - Those who object must also propose a solution
 - ➔ Silence is agreement – use carefully
 - ➔ Make it clear when a decision has been made (e.g., say so; bang a gavel)

Leadership Perspective: Chairing the Meeting (5)

- TAKE-AWAY: Avoid humor – it does not translate well between cultures
- Consult
 - ➔ LISTEN and know when to BE QUIET
- Let the opposing parties work out their differences

Leadership Perspective: Chairing the Meeting (6)

- Speak clearly
- Avoid colloquial expressions
- Prepare alternative ideas to keep as a backup plan if needed
- Be a leader that facilitates agreement, not a leader that imposes agreements
- TAKE-AWAY: Everyone should be able to go home claiming victory!

Internal Reporting

- Meeting report should be mandatory
- Recommend that the delegation manager be responsible to ensure all necessary reports are prepared
- Report(s) should be tailored to needs of technical experts, standards reps, middle and upper management, business/policy managers
 - One-size does NOT fit all

External Reporting

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

How to prepare a meeting report (1)

- A meeting report is NOT meeting minutes
- Include required information, such as:
 - Agenda
 - Participant list (if not found elsewhere)
 - Title and source of each document with a very short summary of what it says
 - Concise report on the highlights of any discussion
 - Clear statement of the resulting decision of the group.

How to prepare a meeting report (2)

- Be brief
 - State the issue fairly
 - Give the main points accurately
 - State conclusions
- Do not use judgmental language
- Include verbatim comments only when specifically requested
- Sensitive agreements should be recorded exactly as agreed – do not paraphrase!

Summary for success

- 2-3 days of preparation/meeting day
- 1 day of follow-up/meeting day
- Build personal relationships inside and outside of meeting; build alliances
- Consult, consult, consult
- Have a good standards management process at home – know what is most important for you to achieve; keep top management tightly involved
- **BE THERE** – mentally and physically

What we will do today

- Speak slowly and clearly
- Participate
- To yourselves – explain the other party's position in a way they would find acceptable
- Be champions for your position but always respect other people and their position
- Convince with good arguments, don't demand agreements
- Be nice to the Chairman



Thank you

Mr. Gary Fishman

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Additional Information

Useful resources for ITU participants

- ITU-T Guide for Newcomers (Dec 2008):
 - ➔ <http://www.itu.int/oth/T0A0F000002/en>
- Rapporteurs and Editors Manual (April 2009):
 - ➔ http://www.itu.int/dms_pub/itu-t/oth/0A/0F/T0A0F0000060004MSWE.doc

Useful resources for ITU participants

- Author's Guide for drafting Recommendations
 - ➔ http://www.itu.int/dms_pub/itu-t/oth/0A/0F/T0A0F0000040001MSWE.doc
- English language style guide
 - ➔ <http://www.itu.int/SG-CP/docs/styleguide.doc>

Useful resources for ITU participants

- Overall webpage of delegate resources:
 - <http://www.itu.int/ITU-T/info/dresources.html>
- Geneva hotels with special ITU rates (book directly with hotel – not through travel agent):
 - <http://www.itu.int/travel/accommodations.asp?lang=en>
- Finding the ITU and local services:
 - <http://www.itu.int/SG-CP/info/togeneva.html#transport>
- Where are the meeting rooms? See map:
 - <http://www.itu.int/aboutitu/itu-plan.pdf>