

International Standardization Tutorial

How to strengthen success in international standardization

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Outline

➤ Characteristics of international meetings

- How to be an effective participant
- How to be an effective Chair
- How to write a good input contribution
- How to prepare internal and external reports

Characteristics of international meetings

- Covered in the Introduction to the Standardization Tutorial, e.g.:
 - Global scope, people, cultures
 - Travel
 - Language
 - Agreements among competitors
 - Reporting

Participant vs. Chair (1)

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

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

Participant vs. Chair (2)

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

- 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

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- Characteristics of international meetings
 - ➔ **How to be an effective participant**
- How to be an effective Chair
- How to write a good input contribution
- How to prepare internal and external reports

Participant Perspective: Preparation (1)

- At least 2 to 3 times as much time for prep'n 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
- Speak slowly and clearly

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

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Chair 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

Chair 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

Chair 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

Chair 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
- All interventions go through the Chair:
 - In ITU, say: "Thank you, Mr. Chairman" to start and stop speaking

Chair 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

Chair Perspective: Chairing the Meeting (4)

- The ultimate management tools:
 - Shift the burden to those causing the problem:
 - Those who object must also propose a solution
 - Silence is agreement – use carefully
 - The Coffee Break

Chair 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

Chair Perspective: Chairing the Meeting (6)

- Speak slowly and clearly
- Avoid colloquial expressions
- Be a leader that facilitates agreement, not a leader that imposes agreements
- TAKE-AWAY: Everyone should be able to go home claiming victory!

Management Skills For International Standards Meetings

- 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 International Standards Meetings

- ITU: An extra element is added – Many sovereign Governments!!
- TAKE-AWAY: Never require that a government take a public position or make a public statement of support or opposition
- Use the principle of “unopposed agreement”

Decision-Making

- There are many kinds of decisions made within ITU-T
- The rules of procedure sometimes indicate the approval criteria but not always
- Some criteria are quantifiable and some are not
- Criteria were carefully set to have flexibility so work can progress (decides, agrees, determines, etc), but to have specificity when final decisions are taken

Decision-Making

- Avoid “voting” in ITU-T
- Important note: ITU is a United Nations Specialize Agency – ONLY Member States have the right to vote

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 - **How to write a good input contribution**
- How to prepare internal and external reports

How to prepare a contribution (1)

- State the issue to be addressed
- State your proposal and provide sufficient support to be convincing
 - Include a brief statement of your proposal in the opening Section
 - This helps the reader understand what you will be saying
- Provide only the necessary background information: this is generally very short

How to prepare a contribution (2)

- End with a Section called Conclusion or Proposal
- Add an Abstract at the beginning
- One proposal per contribution is the best approach
 - ▶ Combining multiple proposals in one contribution could mean if one fails, all fail

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- Characteristics of international meetings
- How to be an effective participant
- How to be an effective Chair
- ITU-T documentation
- How to write a good input contribution
- **How to prepare internal and external reports**

Internal Reporting (1)

- 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

Internal Reporting (2)

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

Internal Reporting (3)

- Format and substance of internal reports will vary depending on the intended audience: e.g., colleagues, developers, middle management, upper management
 - Each kind of report must fit into the Standards Management structure and processes of your organization
 - Should have standardized report formats

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, e.g.:
 - 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 prep/day of meeting
- 1 day of follow-up/meeting day
- Build personal relationships inside and outside meetings; build alliances
- Speak slowly and clearly
- Consult, consult, consult
- Have a good standards management process at home – know what is most important to achieve; keep top management tightly involved
- BE THERE – mentally and physically



Thank you

Mr. Gary Fishman

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