

**ICANN Transcription  
GNSO Sunday Session  
CEO Discussion  
Sunday, 6 March 2016**

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On page: <http://gns0.icann.org/en/group-activities/calendar>

James Bladel: Welcome and thank you Göran for making some time to visit with us today. I can imagine -- really actually I can't imagine -- how your schedule looks today, so we're certainly appreciative of your time.

This is the GNSO Council, and as we discussed, this is representative of a diverse community of stakeholders and constituencies involved in policy and management of the GNSO community and generic top-level domains. Around the table we have councilors from registries, registrars, intellectual property and business interest, noncommercial interests, and ISPs. We also have a number of individuals that were appointed nominating committee.

Our work usually on the weekend sessions is to go over all of our work that we got on our plate to date and receive updates from other areas of the community, including your future staff, Akram and his teams. And then this is also a forum where we address questions to the community and receive those questions in return.

I know we sent you a list of questions and I know some of them maybe you haven't had a chance to review, but at this point maybe turn the microphone over to you and let you introduce yourself and then if you have any particular

questions for us or if you have any items that we can help you or any asks that maybe could ease your transition when it happens, just let us know.

Göran Marby: Thank you. First of all I'm very sorry I was late. Yes, my schedule is interesting. I'm trying to be revolutionary and ask questions like why I'm going there, but so far my staff has told me, "You're going to be there." And they especially said, "You're going to be there and you're going to be on time." And I failed in that, so sorry. Thank you very much.

One of the reasons why I don't take many questions is I'm actually still employed by the Swedish government. It was only last Thursday that I actually signed my release letter letting me go, which is (unintelligible) because I can't quit without their actually saying yes, and it took them a couple of weeks to reach that point.

So I'm physically leaving my capacity now in the end of March and I will start in the end of May as the CEO. And the small thing, I have to move myself and my family to Los Angeles during that time. So I call myself a trainee right now. So I'm doing an internship, which means that I wouldn't be able to answer all the questions, which I will when I actually start working for ICANN.

So I go around with this little green thing, which I got yesterday, which is called newcomer, and I want to point that out. And the reasons that I'm doing this is because I'm here in very much a listening mode. I'm here to learn. I've been involved in ICANN but not physically meeting ICANN people, as probably you know that what I do today has a lot to do with Internet governance anyway. But I'm really here to learn from you and I'm really trying to figure out the best way for me to place myself in this one. I know some of you people already. Hi, my friend. Yes hi.

And I had a wonderful bus ride on Monday with some colleagues as well. But - and I want to treat -- there's another friend down there on the bus -- but I really want to treat - I see this, especially this meeting, as my opportunity to

learn as much as possible from you. I know there was a question how will I get trained, sort of.

And you will be part of that as well. I would already say one statement and that is that I don't see myself as the gravity of the ICANN. I'm a team player. I want to work in teams. I've grown up in Sweden, which means that we're a kind of a consensus-driven people because we are not that many people around, so we have to be consensus driven. And it's - the reason I took this job is because I've been lucky enough to work with Internet-related issues since the middle of the 90s, mostly from the technical part doing routing and switching and firewalls and stuff like that.

And this is - I'm really happy to be able to be a part of this next evolutionary step of this organization. But I see myself as a part. I see myself and I recognize my part in this one is not the central point, not the gravity. And I want to learn as much as possible from you and I will be doing such a good job as I can for you as well. This meeting is the starting point of my transition process and my learning process.

I also really enjoy when you tell me when I do wrong, but I don't think that's going to be problem, is it? But I'm...

James Bladel: This group is very shy.

Göran Marby: Yes. You have that reputation. I'm very open. Because this is really something that's going to be an interactive thing and you're going to be part of that as well. And I hope you will help me and help my team to be as good as I can serving the community, and that's the way I see it. Thank you. And very nice questions, if you like.

James Bladel: Thank you, Göran. I think we had one question which was, you know, at what point - or was there a moment during the run up of the earlier part of this year

where you realized that that was the role that you wanted? And if so, was there a factor that determined that you saw yourself as the next ICANN CEO?

Göran Marby: It's a personal question and it's a personal answer, because you don't take this job without a personal engagement in it. This is not a, for me at least, it's not a career move, it's a question of what I think is important as a person. I don't - I worked for the government and therefore I worked for the citizens, and a government official you might have views on what a regulator does but in the end it's actually about protecting end users and end consumers. That is the sole task of why people are doing it.

And I realized during that period I really enjoyed working for someone else, not working - because I worked all my life to make quarterly numbers, weekly numbers, daily numbers, worrying about cash flow. And that's a part of what I do. But in the end, I personally felt it was very, very important for me to work someone else, to see the benefit for someone else.

And combining this together with something that I think is very, very important, which is called the Internet, I remember -- and I've said this in a thousand speeches -- and it was actually thanks to my dear friend (Carlos) when I was visiting Costa Rica where we had a meeting there and I was supposed to give a speech, I think I gave one as well -- or two. Usually it's very hard to stop me from making speeches.

And someone told me, and I can't remember it is, that one of the beautiful things about the Internet is that it takes away the disadvantage of being poor when you get connected, because every time - one of the advantages of being rich is access to information. And we often talk about Internet, and we should from business perspectives and education perspectives, but just if we get more people online there would be a difference.

And that kind of summarizes what I think about the importance of the work you do. And sometimes you don't think about it but it's essentially important.

And it was a personal thing to me to really get involved in this one, and I'm happy to having the position that I will have in the end of May, pointing that out again, didn't I?

James Bladel: Thank you. Any other questions from the table, from the room, bearing in mind that we are still in training mode? Yes? Okay. Marilia, then (David).

Marilia Maciel: Thank you very much, James. This is Marilia Maciel for the record. Welcome to this position. We are very much looking forward to work together with you. Just a quick question on your routine of preparation. You said that you were here for the first time and that you're pretty much a newcomer.

So what does this routine here in this meeting entail, what are the meetings or the sessions that you are attending and prioritizing? And if there's an opportunity for us to meet with you as GNSO or as constituencies and participate in this process that you have in terms of getting acquainted with your organization, that would be terrific. Thank you. And welcome again.

Göran Marby: I'm down to understanding acronyms right now. Boy do you have a lot of acronyms for everything. I will now tell you a secret and you're not allowed to tell anyway. Actually the time between the first of April and the end of March, we are starting to build the kind of training for me. I will focus in the beginning a lot, I want to learn, to know my stuff. I think that's very important. I want to know the (unintelligible).

But you are part of this as well. So we will reach out to you and have meetings with you and understand, because it's a part of the training as well. But why we have a little bit silent about it because I haven't stopped working for the Swedish government yet so we don't want to reach out. But we're going to do some of that as well.

But I also have the physical thing. I have to move myself and my family to Los Angeles during a very short point in time. And right now I don't have schools,

I don't have anywhere to live. You know, small things which I have to address. But you're going to be part of this as well. And this is not me talking. I want you to know that this is something that board talks about, this is something that the staff talks about, but this is an essential part of my, you know, coming into this job.

And I also hope that when I come in to this job we will continue that relationship, because nothing is really stable in this field. It's going to be evolving all the time.

James Bladel: Thank you. We have a question - sorry, I skipped the queue. We have a question from Stephanie, then (David), then Heather, then Marilyn, and then that's probably all the time we'll have -- and Volker, okay. And then that's probably where we'll have to saw it off. So, Stephanie, you're up.

Stephanie Perrin: Thanks very much. Stephanie Perrin from the Non-Commercial Stakeholder's Group. And before you came, before we had our coffee break, we were talking about the stakeholder burnout problem, the volunteer burnout, which doubtless you'll hear about in your briefings. And we've been talking about it for the last couple of years, and I can't say we've come up with anything that's really solving this problem. Because of the steep learning curve of ICANN, it's not fair to bring new people in and just heave them in to a working group to sink or swim.

So - and I'm not expecting an answer obviously from you, but as you're ruminating about problems, I would suggest to you that that's a really critical one because we all want the multi-stakeholder model to work but it's on the backs of volunteers who get really dedicated and then burn themselves out trying to be everywhere. Thanks.

Göran Marby: That's - you're making a very fair comment, which I already - a lot of people have addressed. And I think we have to work on it. And basically there are two things in life that are very hard to pay money for. One is time and the

other one is mind. And the combination of those two, you have to be able to create time for people to use their minds. And if - and I - in the evolutionary process, which is ICANN, that is something we have to talk about. In order to get new people in and respect the people that are in, it's going to be something that's important.

This is also something that my staff and the board has raised to me, not as something that I would come in and solve but something that we will work on together. I don't think - I don't have a magic wand somewhere so I cannot fix it. I like Harry Potter.

James Bladel: David?

(David): First I've got a - I remember my first ICANN too and it was very much I spent the first day or two wandering around going, "I think this place is some kind of acronym factory that produces the Internet governance as a side effect of its, you know, primary mission." So I sympathize.

I think the question that, you know, probably all of us really have here is what can we do to help. I think you're probably at the stage where you don't even have a good answer to that, but I just want to say feel free to make request of us, to make - say, you know, if you'd like to meet with us individually or collectively, if you'd like us to write down, you know, write you an e-mail expressing what we think about ICANN issues, or any of these things, please just feel absolutely free to ask anything of us to do what we can to help you get into a very complicated community. I mean you'll - we'll all give you different answers but that's just part of the story.

Göran Marby: Thank you. And yes I don't have the questions yet but I will find them and I will ask you, and I will find ways of doing that. I want to emphasize something that I think my role is a part of something, which means that one of the most important things for me is to figure out how to work as a part of this. I'm not shying away from things that I should do and take decisions on but I want to

emphasize I feel - and in that, I need to understand how to make- how might this work and how I can do it.

And I'm the most curious person in the world, and I will ask you questions. And not it's because I will ask you questions because I think you're wrong and ask you questions therefore, I will ask you questions about anything high and low. You can - if I look at my people that are now starting to work closely with me, they already know that. I ask questions about anything. So the interaction is very, very important for me, and you will be a part of it.

James Bladel: Heather?

Heather Forrest: Thanks, James. Heather Forrest. Göran, welcome. Lovely to have you here. Nice to have a conversation that's not a moving vehicle. And I'm picking up on your comment to say that we are part of your training program. And I don't know of this entirely unconventional, and if so we have people here who are experts in GNSO process, but we meet monthly as a GNSO Council, which means we have two meetings between now and when you start.

Provided I haven't violated some deep, dark rule here, I would invite you to attend any of our meetings. I think the best way to understand us is to see us at work, perhaps see the acronyms in use, see how we manage to get around them at times. So I offer you that opportunity. Thank you.

Göran Marby: You know, I wouldn't know if you broke any rules because I don't know about the rules. And I also listen very carefully to you because she actually speaks Swedish with a southern accent, which I think is very nice. When are your next meetings, if I may?

Heather Forrest: At this point, I'm going to introduce you to our resident expert, someone you would like to get to know very, very well, Marika Konings, who's one of our ICANN, our GNSO support staff.

Marika Konings: This is Marika, and welcome to our meeting. The next meeting we have scheduled is 14 of April, 12 of May, and then we're already at our next ICANN meetings.

Göran Marby: Where is the May meeting?

Marika Konings: It's by teleconference. Between ICANN meetings, we meet via telephone for two hours. We rotate time zones so 12 May is 12:00 UTC, and 14 April, 21:00 UTC.

Göran Marby: You should look at my staff now. But I break out sometimes. I will take that into consideration. I will.

James Bladel: Marilyn?

Marilyn Cade: Thank you. My name is Marilyn Cade. I come from the business user community. Long ago when you were at Cisco and I was at AT&T computer systems, I think you and I both went through the period of time when there was great discussion about the upside-down pyramid and that the CEO and the board supporting the customers and the users rather than being at the top of the apex.

We are indeed a very, very different -- as ICANN communities -- we're a very different organization. And I feel comfortable in saying that I don't suffer from any threat of burnout having been at all but one of the ICANN meetings, been a former councilor, helped to draft the GNSO bylaws. So I've been around a long time. And we've gone through many stages of development.

I really appreciate that you've done two things that are giving a strong message not just to the GNSO policy council and members of the GNSO community who are in the room but to the rest of the distributed stakeholders of ICANN.

While it is important to get to know your staff, I think it is much more important for you to get to know the community, not just who the elected leaders are but who the actual community participants are. That is going to be very time consuming, and I welcome the fact that you adopted the newcomer ribbon and that you see yourself as a trainee.

It is not like any CEO job that any CEO I have ever supported -- and I've supported five -- has had. It is much more about leading a very distributed community. And I think, looking at your background, I feel very positive about the contribution and the openness that you will bring to that. So welcome on board.

Göran Marby: Thank you. And I hope I can live up to your expectations. And I bet you will tell me if I don't.

James Bladel: Volker?

Volker Greiman: Thank you, James. Volker Greiman speaking for the record. First of all, welcome to the community. It's always nice to have a fresh face to address. One thing that you already noticed is that ICANN is a very different animal from any other corporation and your role of the CEO is also very different. Your predecessor had a hard time learning that. He said that it took about half the time of the year that he was here to even learn what his role actually was about.

Please make sure that you don't repeat that mistake, that you go to the floor, ask your staff what your role as the CEO should be compared to other CEO functions, and be about - talk to everyone. This is essential in this community, and it does not help to have a CEO or staff that is detached from the community, because they are part of the community.

Göran Marby: I will try to avoid to do Fadi's mistakes and make my own. I think that I have some experience at working not with especially going into ICANN meetings

but I, for instance, worked with - I led the multi-country organizations, where the - you have, for instance, you have to make 34 countries or 28 member states in line with the consensus decision.

You would say that yes that's different but it's also about people and I think I have some experience at it. I don't know I think I can do everything but I do respect. And I would like to say that the staff has pointed out to me more than once, actually in every conversation, that this job is very much about making sure that the whole setup, the whole - whatever you call, the community, the stakeholders, the multi-stakeholder group, works, and I'm an enabler for that.

And you have a very strong support from my staff, or my incoming staff, in that setup, and also from the board, who's been repeatedly in every conversation that we have, you know, you would like some more coffee. Remember that this is very different from anything you do, and would you like to have some milk as well. So this is something - I do understand that. And this is something - there's no - there is no contradiction in this one, but help - it's okay to point it out all the time. And if I diverge from that, please tell me. I'm a tough guy.

James Bladel: Okay. I know we're running up against your time, Göran, and to be respectful for that and to set the example that the GNSO is a schedule-based organization...

Göran Marby: That was good.

James Bladel: That was - yes it was a punch line. You can laugh. So we have just one final question from (Kalet) and then we'll let you free. So, (Kalet), go.

(Kalet Fatel): Thank you. First of all, (Kalet Fatel), Chairman of the Multilingual Internet Group. First of all, I'd like to welcome, although unofficially until you're officially on board. Secondly, just reiterating the - Marilyn's voice, I'm one of

those -- for good reasons or bad reasons -- this is probably my 51st or 52nd ICANN meeting, so I didn't plan it would be that way.

It's not a question but it's a thought. Last CEOs when they joined ICANN they joined either when ICANN was in its infancy or when ICANN was becoming a teenager. During your term, ICANN will become an adult, 17 years old now and it's going to be legal for it to drink in a year or so while you're on board.

So with thought and with the premise that ICANN's role is to serve the global community and those Internet users around the world who have not yet joined, what I would like to keep in mind is that by the time ICANN turns into this adult there will be less room for mistakes. Because by that time we would have less excuses to give that we are able to deliver what is our mandate. So not a question, but just keep that in mind. Thank you.

Göran Marby: I just want to say that I have a 24-year-old daughter and she thinks she's an adult but I disagree.

James Bladel: Thank you everyone and thank you, Göran. This was fantastic. (Unintelligible)

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