ICANN NOMCOM LEADERSHIP EVALUATION FOR JAY SUDOWSKI

SUMMARY OF COMMENTS

Evaluation Conducted in October, 2020

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR JAY SUDOWSKI (CHAIR)

METHODOLOGY OVERVIEW

The following Summary expresses the opinions of individuals asked to participate in an on-line Evaluation and then in a telephone or Skype interview. The participants were asked to evaluate the current ICANN Nominating Committee Chair, via the questions indicated below. The resulting answers are not statements of fact, and often are the result of one person's comments.

This Evaluation was conducted during the month of October, 2020.

Methodology of the Evaluation

There were two parts to the Evaluation…

1. The Written Evaluation was completed on-line. It contained 11 questions, each of which required a detailed explanation of why the rating was made.

2. The telephone/Skype call asked each participant to expand on their answers to the 11 questions in the Written Evaluation. In addition, as time allowed, other questions were asked about issues that likely would involve the NomCom.

<u>The Written Evaluation</u>

The questions in the Written Evaluation were…
1. Demonstrates integrity.
2. Participates in an open and honest manner.
3. Demonstrates good judgment.
4. Effectively uses influence in an appropriate manner.
5. Is an effective leader.
6. Is a good listener.
7. Treats others with respect.
8. Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines.
9. Demonstrates impartiality and neutrality.
10. Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO.
11. Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO.

Each question could be answered by indicating one of the following six responses...

> Strongly Agree
> Agree
> Neutral (neither agree nor disagree)
> Disagree
> Strongly Disagree
> N/A (not applicable – not enough information to rate this person)

Meanings of the Ratios

Overall Ratings

The Evaluation provides for a maximum overall rating (the highest possible) of 55, which would mean the NomCom member received "Strongly Agree" responses on every question by all raters.

Thus, an overall rating of 55 out of 55 would mean a score of all "Strongly Agree" responses on every question by all raters.

Individual Question Ratings

Each of the 11 questions has a maximum rating of 5. Thus, a 5.0 would mean that all raters provided a "Strongly Agree" response on that specific question.

Evaluators/Raters

There were 18 Evaluators/Raters that were invited to participate in this NomCom Leadership Evaluation; 18 responded and submitted a completed questionnaire.

The Telephone/Skype Call

Evaluators/Raters

There were 18 Evaluators/Raters that were invited to participate, 16 responded and were interviewed for between 30 and 45 minutes each.

Questions asked included…

1. Please expand on your responses to the 11 questions in the Written Evaluation questionnaire.

2. Please provide any other thoughts about the person being rated and/or issues involving the individuals...
    a. *Management Style* ("how" he manages people and projects),
    b. *Leadership Style* ("how" he implements meetings and projects he has planned),
    c. *Operating Style* ("how" he gets things done).

In addition, each interviewee was invited to elaborate on any other relevant topic.

RESULTS FROM THE WRITTEN EVALUATION

All questions Summary ratings:
    Total Average = **48.7 out of 55**
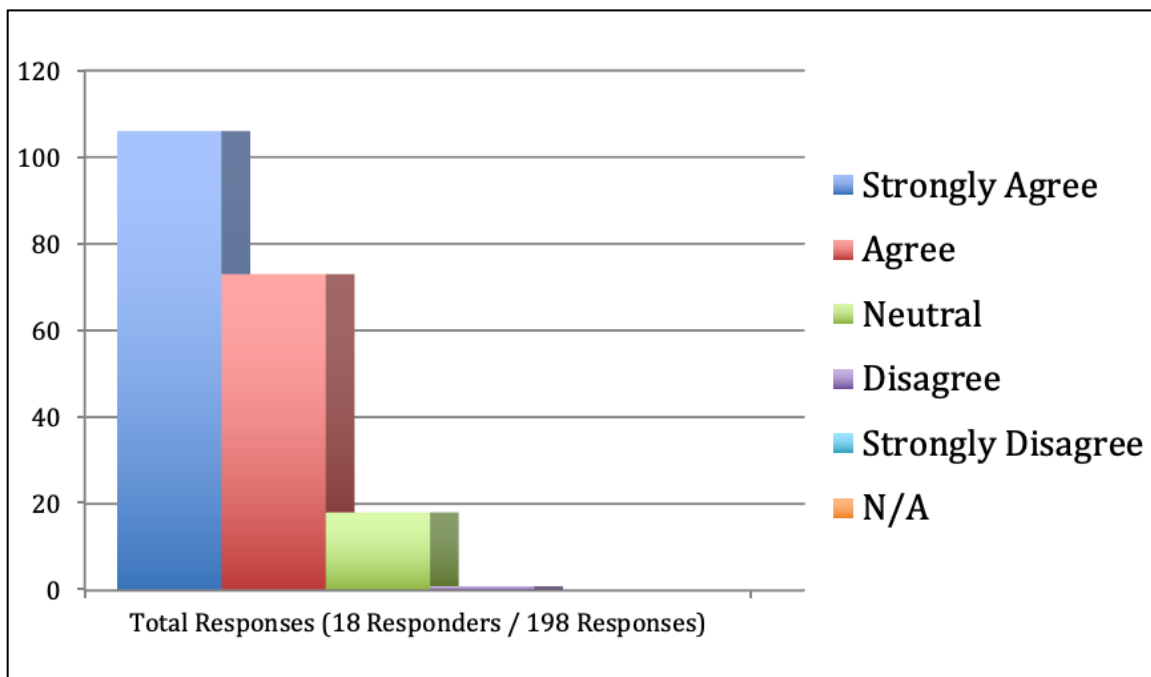   Strongly Agree = 106   Disagree = 1
        Agree = 73   Strongly Disagree = 0
        Neutral = 18   N/A = 0

Total Responses (18 Responders / 198 Responses)
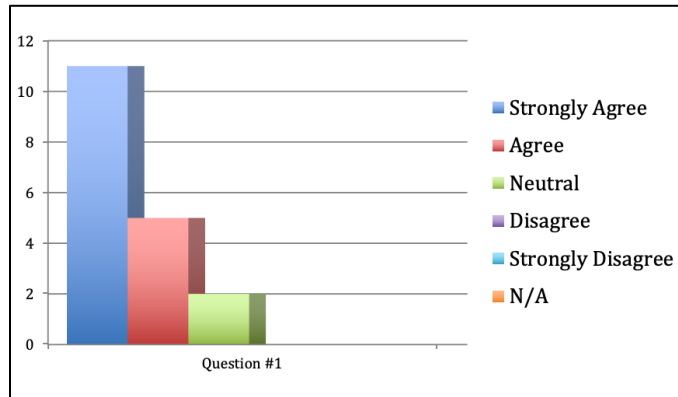
Legend: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, N/A

Question #1: Demonstrates integrity – 4.5

Strongly Agree = 11
Agree = 5
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0

Summary of Positive Comments
> Jay was conscientious and truthful with the Committee, and from day one he expressed the importance of the Members' personal integrity to the process. He has had a strong commitment to the process and all that it involves – particularly during the current COVID challenges. He was committed to following the procedures and processes. He ensured everyone was heard and their concerns were addressed. He did not attempt to influence any outcomes. Jay is the epitome of integrity. He was an excellent Chair during a very difficult year for the NomCom. The Committee would not have arrived at its current state if we had not had Jay as the Chair. He has done this duty earnestly.

Summary of Responses Indicating Need for Improvement
> There were no comments.

Question #2: Participates in an open and honest manner – 4.4

Strongly Agree = 11
Agree = 4
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0
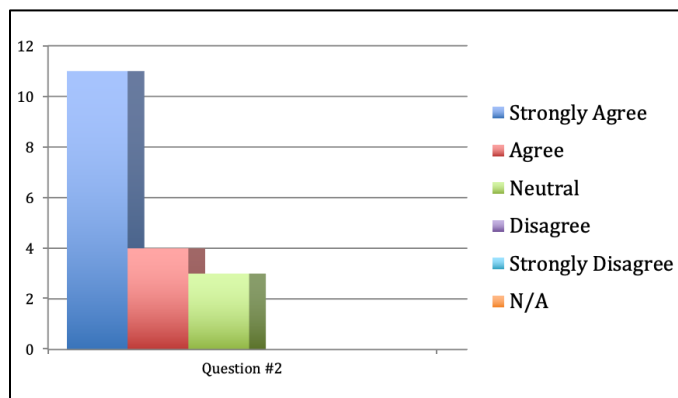
Summary of Positive Comments

Jay managed his role in an open and honest way. He was serious and nice at the same time. He was respectful, organized and deliberative. Jay has been an easy Member with whom to talk, as well as to share opinions and observations. He does not "beat around the bush", but at the same time, he's diplomatic. He has been responsive to questions and concerns, as well as candid with Members about COVID challenges. He has been open to feedback from Members about how to do things in a better way.

Summary of Responses Indicating Need for Improvement

Some communication was lacking, so this could have been better.

Question #3: Demonstrates good judgment – 4.1

Strongly Agree = 4
Agree = 11
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0
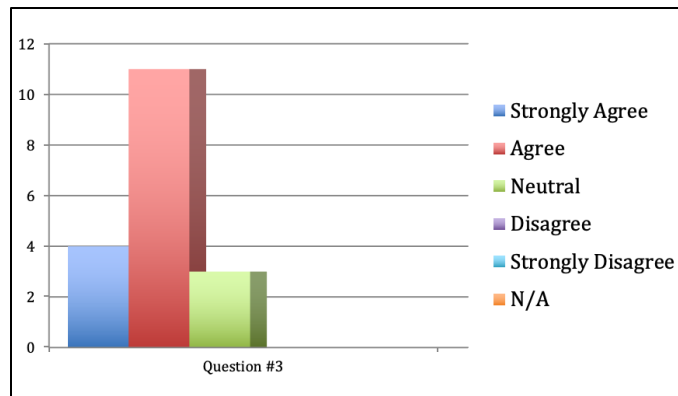
Summary of Positive Comments

Jay was able to separate his own personal views from the role of the Chair. He kept the process moving along nicely. His decisions reflected thoughtfulness and the ability to see multiple perspectives. Jay often would verbalize two or more different approaches, and then explain his choice going forward – which generally showed good judgement. He clearly demonstrated good judgement, in that he answered questions wisely and in a balanced way.

Summary of Responses Indicating Need for Improvement

There were a few occasions during our discussions and deliberations, in which Jay either explained a process poorly, or made an incorrect process choice, or moved past an issue too quickly. In some instances, he was indecisive and changed processes arbitrarily. A letter he wrote to the Board was confusing.

Question #4: Effectively uses influence in an appropriate manner – 4.2

Strongly Agree = 7
Agree = 8
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0
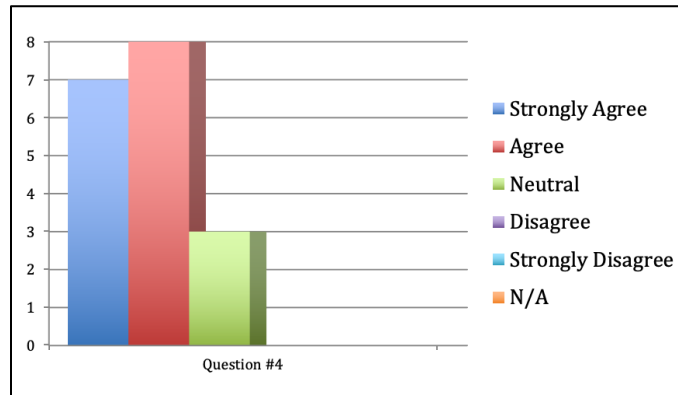
Summary of Positive Comments
> The role of the Chair is not to "influence", but rather to "guide". The Chair is supposed to ensure that the Committee understands the process and selection criteria, not to provide opinions about individual candidates. The Chair's other "guidance" responsibilities are to organize the discussions and ensure timely and orderly results. Jay applied these "guidance" principles in his method of facilitation and leadership. Without undue influence, he brought an appropriate perspective when needed. He was neutral, but he made certain the Committee didn't go "off the rails". Jay never tried to sway opinions or decisions, but would point out if experience, or other elements, should be taken into consideration. He did not take sides, but would interject appropriately, when necessary. Jay was inclusive and neutral in discussions.

Summary of Responses Indicating Need for Improvement
> On occasion, the NomCom Leadership Team showed their constituency biases, and attempted to motivate the Membership in a particular way. This was the case on the final day of the selection meeting. While this perhaps is human nature and understandable, the Leadership Team should try their utmost to avoid it.

Question #5: Is an effective leader – 4.3

Strongly Agree = 9
Agree = 6
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0
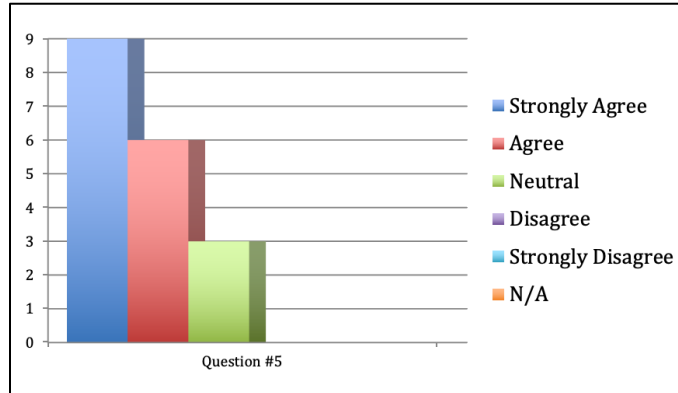
Summary of Positive Comments

Jay is a good and effective leader, organizing the work efficiently – with simplicity and fluidity – respecting every Member, giving everyone a chance to speak and ensuring that consultations and work are done prior to sessions. Jay keeps the process moving. In the face of absolute uncertainties and untried processes, he effectively guided and led the Committee through a process which might otherwise have failed.

Summary of Responses Indicating Need for Improvement

There were a few instances in which members had a lack of clarity about process, which Jay could have explained in a better way. On occasion, Jay either explained a process poorly, or made an incorrect process choice, or moved past an issue too quickly.

Question #6: Is a good listener – 4.4

Strongly Agree = 9
Agree = 8
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
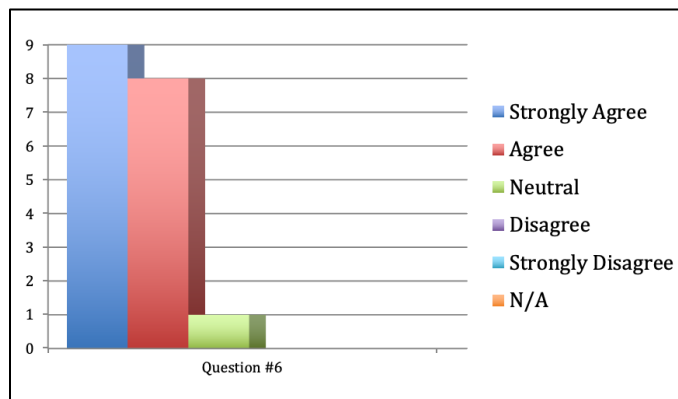
Summary of Positive Comments
> Jay listened to the team. He did a good job of synthesizing all the Members' comments. He did not dominate the conversation – rather, he weighed in thoughtfully, as appropriate. He listened in order to understand what was being said.

Summary of Responses Indicating Need for Improvement
> There were no comments.

Question #7: Treats others with respect – 4.6

Strongly Agree = 11
Agree = 7
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
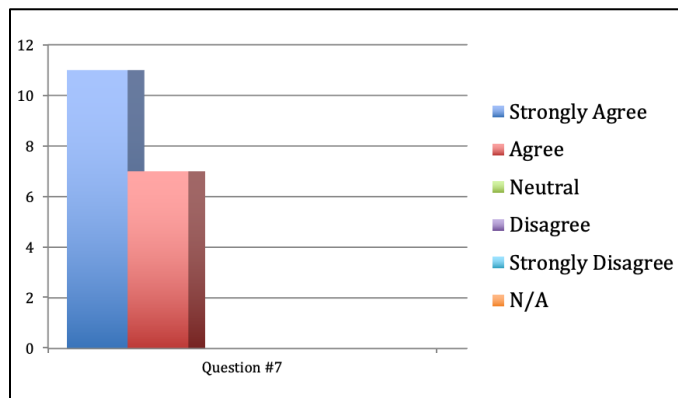
Summary of Positive Comments
> Absolutely – Jay has demonstrated his respect for all Members of the Committee. All interactions have been respectful and courteous. Jay has shown no favoritism and he treats everyone with respect. He always considered all viewpoints. He was able to respectfully re-direct Members who would sometimes go "off on a tangent" or bring up an unrelated topic.

Summary of Responses Indicating Need for Improvement
> There were no comments.

Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 4.7

Strongly Agree = 13
Agree = 5
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
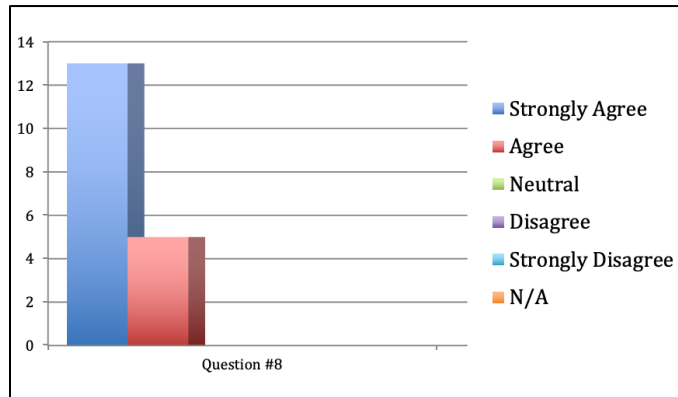
Summary of Positive Comments
> Yes, Jay takes responsibility and is accountable for ensuring that the NomCom meets its deadlines. When unexpected problems occurred (such as the pandemic), he did his best to adapt the process to the circumstances. To the extent that Leadership had control of timelines, Jay did a good job. He reminded the Members of deadlines and time requirements – in order to keep the process on-track. He did a great job of fielding all the curve balls COVID through at him. Jay worked well with ICANN to adjust the deadlines when it became clear they could not be met due to COVID – and he met all revised timelines. He kept the process moving appropriately.

Summary of Responses Indicating Need for Improvement
> There were no comments.

Question #9: Demonstrates impartiality and neutrality – 4.2

Strongly Agree = 8
Agree = 6
Neutral = 3
Disagree = 1
Strongly Disagree = 0
N/A = 0
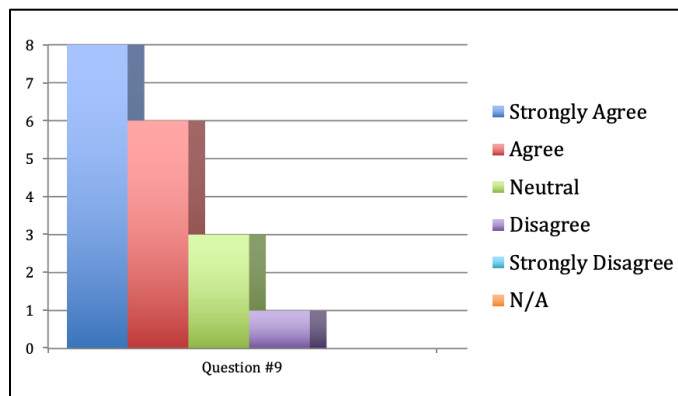
Summary of Positive Comments
> Jay clearly demonstrated impartiality and neutrality. He did not take sides. He would present two or more different positions, and then allow the Committee to make its decisions. When he was required to make a decision, it was one for all of the Committee's opinions – not just for one position. The Chair's role is one of neutrality, and Jay did an excellent job in that role.

Summary of Responses Indicating Need for Improvement
> At times, communications and processes were changed arbitrarily.

Question #10: Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO – 4.7

Strongly Agree = 12
Agree = 6
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
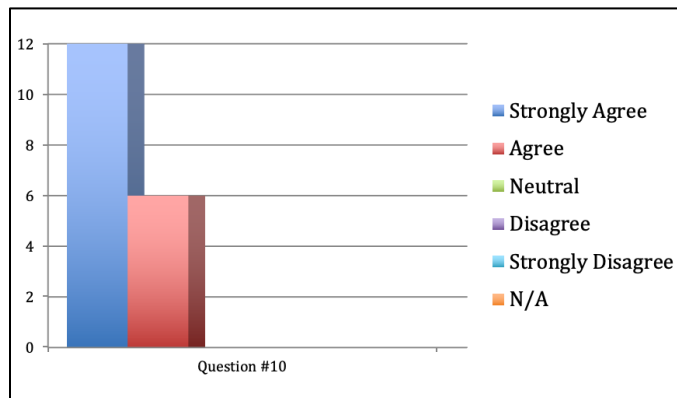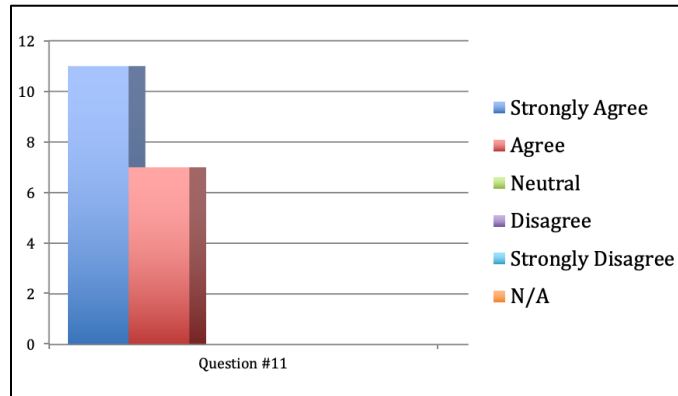

Summary of Positive Comments
> Jay has a clear and solid knowledge about the org and requirements. He was excellent in ensuring all Members understood the different positions, the various Board or other requirements and requests involved in an issue, and that NomCom would have to make a decision. He focused his remarks on the data presented, as well as the bylaws and procedures – not his personal opinion.

Summary of Responses Indicating Need for Improvement
> The Leadership Team should not allow their personal opinions on diversity (and the need for same) to color their approach to the wider NomCom discussions.

Question #11: Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO – 4.6

Strongly Agree = 11
Agree = 7
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0

Summary of Positive Comments
Yes, Jay understands these criteria, and has knowledge of the org overall. In terms of selection, Members were all quite cognizant of the critical criteria, since these were constantly repeated. Jay focused his remarks on data, the bylaws and procedures – not on his own personal opinions.

Summary of Responses Indicating Need for Improvement
There were no comments.

RESULTS FROM THE TELEPHONE/SKYPE CALL

Questions asked included…

2. Please expand on your responses to the 11 questions in the Written Evaluation questionnaire.

    -   Verbal comments echoed those in the written NomCom Leadership Evaluation.

3. Please provide any other thoughts about the person being rated and/or issues involving the individuals...

    a. *Management Style* ("how" he manages people and projects),
    b. *Leadership Style* ("how" he implements meetings and projects he has planned),
    c. *Operating Style* ("how" he gets things done).

***Management Style* ("how" he manages people and projects):**

Positive Comments…
> Jay has effectively brought new Members into the NomCom
> during these difficult times. He has worked well with Damon and
> Ole – as an effective team. He was observant of the "time-zone"
> issues when scheduling meetings. Jay allows the process to
> move at its own pace – unless it's going "off the rails". He is quite
> ethical, and he follows the required process.

Areas for Improvement/Development…
> Jay might benefit from a greater focus on diversity.

***Leadership Style* ("how" he implements meetings and projects he
has planned):**

Positive Comments…
> Jay is a very pleasant, collegial, amiable person. He handled very
> well the COVID crisis and its many difficult issues. He has kept the
> spirit and enthusiasm at high levels – he has not "given-up". At all
> times, he worked to create consensus. He tried hard to avoid
> personal preferences. When leading discussions as a facilitator, he
> was effective, and he brought others (who might not have been pro-
> active) into the conversations. Jay was an exceptional leader: he
> listened well, he worked out challenges regarding divergent views
> and he ensured all issues were "on the table". Jay has an
> understated (although direct when needed) communication style.
> He kept his "eye on the prize" (a successful outcome). When
> needed, he was able use a hammer style of communicating – to
> drive things and keep things on-track and on-time. He does not
> have a "bossy" leadership style – it is much more "suggestive", and
> he enjoys inter-acting with others. He is frank, but diplomatic, and
> he always considers others' opinions and positions. He exhibited
> enormous patience, given the difficulties in these tough times. Jay
> is very open and forthcoming, and he is quite collegial. He keeps
> the boundaries in focus for himself and the Members, and he
> maintained a focus on "quality" for candidates. Jay is somewhat of
> a visionary, in that he senses what challenges and issues are
> coming down the road, and he creates solutions in advance – so
> surprise is kept to a minimum. For example, he created alternative
> scenarios during the COVID crisis to ensure the NomCom's work
> was completed properly and on-time. He is ethical (stands by his
> word) and he shows considerable integrity. He's a very optimistic
> leader.   Jay trusts the people around him, and so he gives them
> authority and autonomy in tasks assigned.

Areas for Improvement/Development…
> Jay would benefit from further developing his skills regarding dealing with detail. He tends to be a "top-down" manager/facilitator, as opposed to "bottom-up". Sometimes he "tells" rather than "asks" when communicating.

***Operating Style* ("how" he gets things done):**

Positive Comments…
> Jay has done an exceptional job in a very difficult time. He has good time management skills – particularly regarding meetings and keeping them on-time. He is a very "positive" person, with a very gentle communication style. He is highly ethical. Jay is quite decisive in his deliberations and actions. He delegates well and allows others to draw their own conclusions. He is very focused on specific "outcomes". Jay delegates well to staff, and he assists staff with discipline and structure. He is quite open-minded, in that he encourages suggestions about new ideas and new ways of doing things. He handles detail well and has an excellent perspective on technical issues. Jay is not political in his operating style. He is an analytic fellow, who thinks before he acts.

Areas for Improvement/Development…
> Sometimes, Jay tries to complete too much within a given time frame – thus often causing fatigue for some Members. On occasion, he could have been more neutral. There was too much communication – to those who did not need it.

ICANN Nominating Committee Leadership Evaluations – 2020
Jay Sudowski (Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
48.7	4.5	4.4	4.1	4.2	4.3	4.4	4.6	4.7	4.2	4.7	4.6

Meanings of the Rating Scores:

Overall Ratings
The Evaluation provides for a maximum overall score (the highest possible) of 55 – which would mean the Nominating Committee Leader received "Strongly Agree" ratings on every question by all raters. Thus, the above listed score for each Nominating Committee Leader is out of 55 total possible points.

For example: Overall Score = 50. The Overall Score is 50/55 or 50 out of 55 total possible points.

Individual Question Ratings
Each of the 11 questions has a maximum rating of 5. The above listed scores for each question are a combined average from all individual evaluators. Thus, the above listed average score for each question is out of 5 total possible points.

For example: Q1 Score = 4.5. Q1 Score is 4.5/5 or 4.5 out of 5 total possible points.