



Submitted by TTG Consultants

# ICANN NOMCOM LEADERSHIP EVALUATION FOR OLE JACOBSEN

## SUMMARY OF COMMENTS

Evaluation Conducted in August, 2021

# ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR OLE JACOBSEN (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 August, 2021.

### 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.

### The Written Evaluation

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 19 Evaluators/Raters that were invited to participate in this NomCom Leadership Evaluation; 19 responded and submitted a completed questionnaire.

### The Telephone/Skype Call

#### Evaluators/Raters

There were 20 Evaluators/Raters that were invited to participate, 18 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.

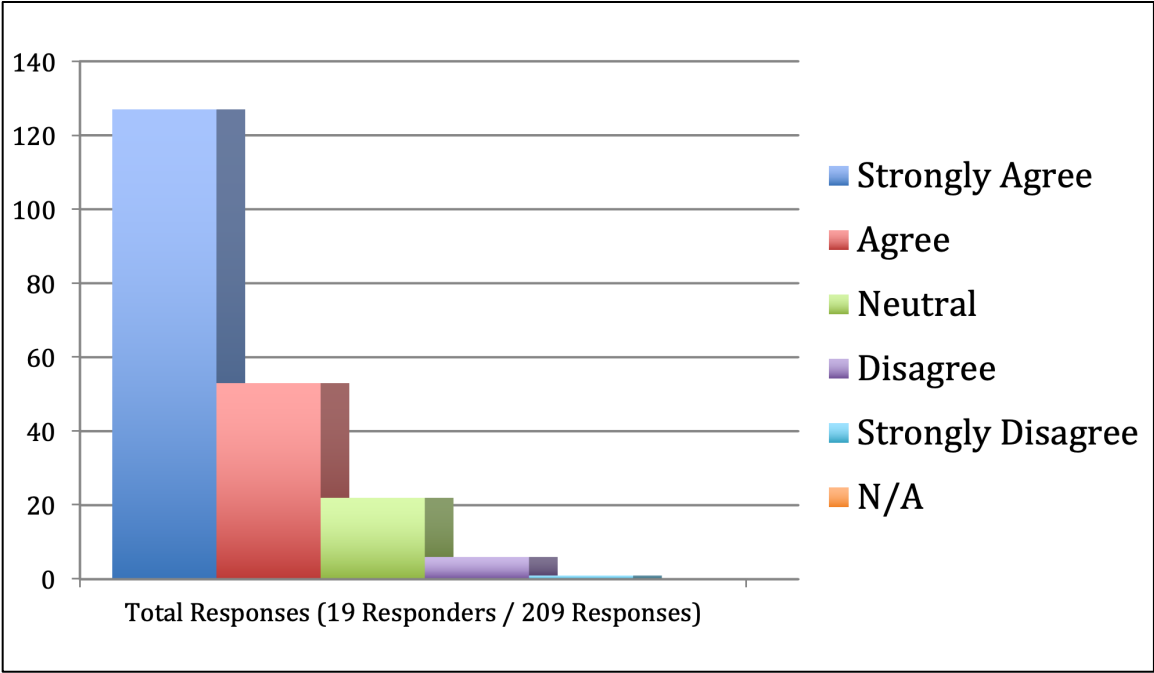
- 2. Please provide any other thoughts about the person being rated and/or issues involving the individuals...
  - a. *Leadership Style* (“how” he leads people and teams),
  - b. *Management Style* (“how” he manages projects and processes),
  - c. *Operating Style* (“how” he gets things done).

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

**RESULTS FROM THE WRITTEN EVALUATION**

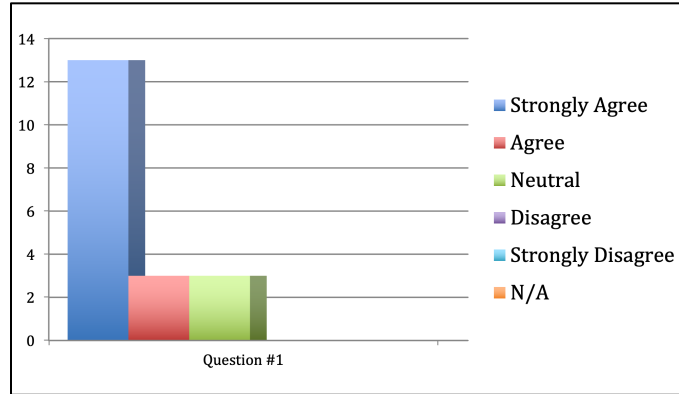
All questions Summary ratings:  
 Total Average = **48.7 out of 55**  
 Strongly Agree = 127  
 Agree = 53  
 Neutral = 22

Disagree = 6  
 Strongly Disagree = 1  
 N/A = 0



### Question #1: Demonstrates integrity – 4.5

Strongly Agree = 13  
Agree = 3  
Neutral = 3  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



#### Summary of Positive Comments

Ole is an exceptional personality, who tried at all times to demonstrate integrity in all interventions and in his leadership. He is hard working and organized. Ole organized the discussions, recalled the rules and principles, and never oriented toward a specific choice. He is a knowledgeable person, with high integrity in his work – inside and outside of NomCom.

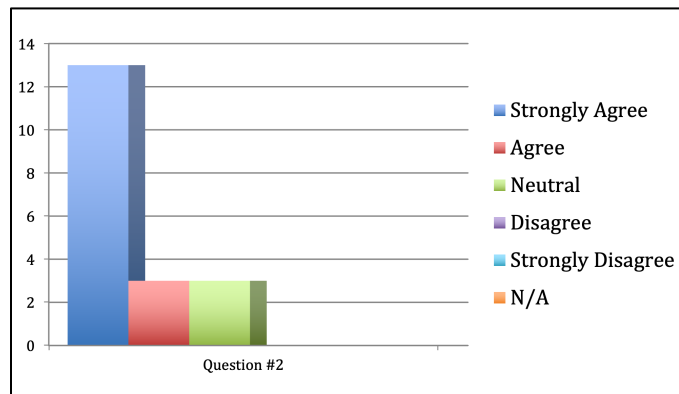
Ole was steadfast in ensuring all rules were followed, and he played an invaluable role in ensuring the integrity of the process. There was no appearance of bias, hidden agendas or favorites. Ole largely adhered to the “rules” set-out for the NomCom, until the end/selection phase, when some of his comments/guidance seemed to favor (or not) certain candidates.

#### Summary of Responses Indicating Need for Improvement

NomCom leadership is supposed to be unbiased; however certain statements were made that were partial.

### Question #2: Participates in an open and honest manner – 4.5

Strongly Agree = 13  
Agree = 3  
Neutral = 3  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



### Summary of Positive Comments

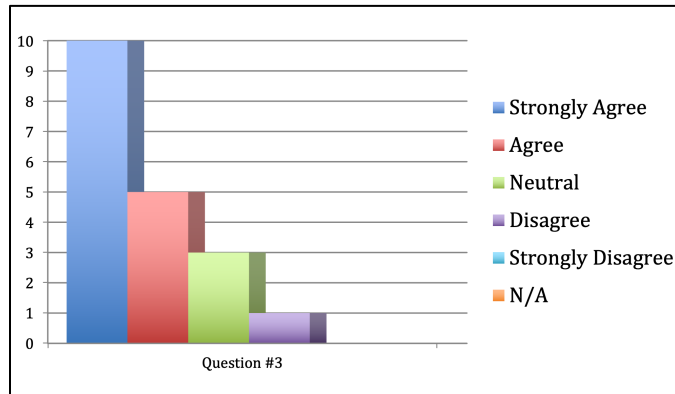
Ole is a person who brings openness to any conversation. He is honest in recognizing his limits regarding certain points/topics – and he addresses those issues with clarity. He’s open to criticism, and he takes that as a way to improve his knowledge. Ole has been forthcoming in his comments and directions to the NomCom – his comments were candid, and he appeared quite honest. He has been very open and quick to provide appropriate clarifications and leadership whenever required.

### Summary of Responses Indicating Need for Improvement

Ole has a sarcastic and patronizing attitude that impacts the impression that he is being open and honest.

### Question #3: Demonstrates good judgment – 4.3

Strongly Agree = 10  
Agree = 5  
Neutral = 3  
Disagree = 1  
Strongly Disagree = 0  
N/A = 0



### Summary of Positive Comments

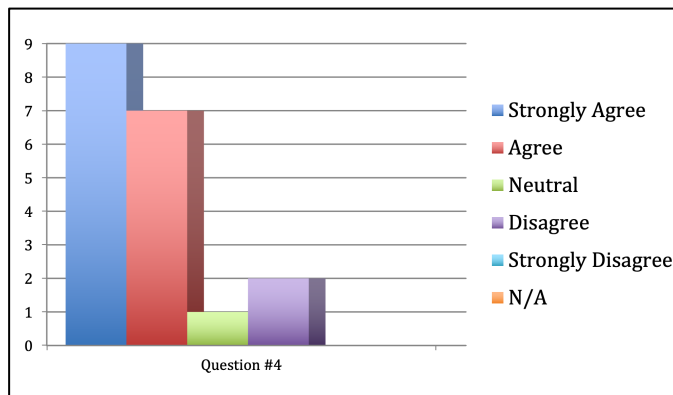
Ole shows good judgment in both directing the NomCom process and dealing with the questions, comments and criticisms of NomCom members. He was helpful in applying and reminding members of the duties and requirements of the NomCom process, as well as the limitations of the NomCom charter and its bylaws requirements. When he was unsure about a point or an issue, to remain impartial and neutral, he would seek information elsewhere or from others.

### Summary of Responses Indicating Need for Improvement

When other NomCom leaders didn't stay on-track, he didn't intervene, repeating again and again what the Board wants, and not supporting what the NomCom members want. Sometimes, his judgements about candidates and/or situations were tailored toward one side.

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

Strongly Agree = 9  
 Agree = 7  
 Neutral = 1  
 Disagree = 2  
 Strongly Disagree = 0  
 N/A = 0



**Summary of Positive Comments**

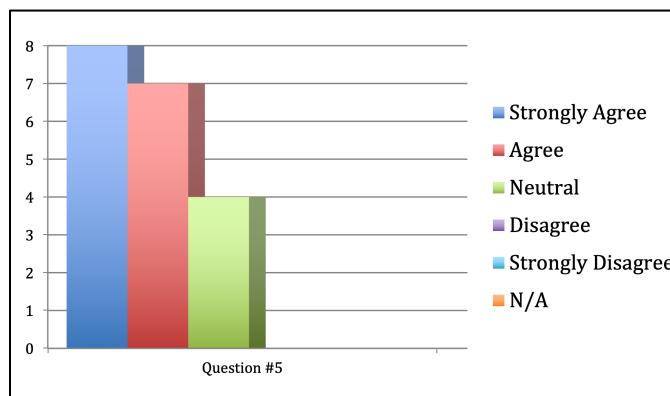
Ole has been very careful to stay aligned with the ICANN / NomCom conditions for unbiased assessments. From time to time, Ole was called upon to comment on suggestions made by NomCom members that were off-course, or which evidenced misunderstanding of the NomCom role for applicants. He did so with great care to avoid being too bossy, or overstepping his role, and he provided suitable and necessary balance to such discussions. Ole added information to discussions where necessary, while trying not to move the committee in a specific direction. Ole is always in charge.

**Summary of Responses Indicating Need for Improvement**

His influence was not always used impartially. On one occasion, Ole brought forth information about a candidate at the end of discussion, instead of earlier.

**Question #5: Is an effective leader – 4.2**

Strongly Agree = 8  
 Agree = 7  
 Neutral = 4  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 0



### Summary of Positive Comments

Ole moved the group through the process on-time. He is effective in his leadership in a collaborative and gentle way. He was able to lead the NomCom through a second Covid virtual process very well. He ensured all the members were encouraged to participate and provide their thoughts.

He and the other members of the Leadership Team got the job done on-time. Ole's interventions and guidance helped delegates navigate through difficult waters. He knows how to build a pleasant environment in which work moves tightly and timely.

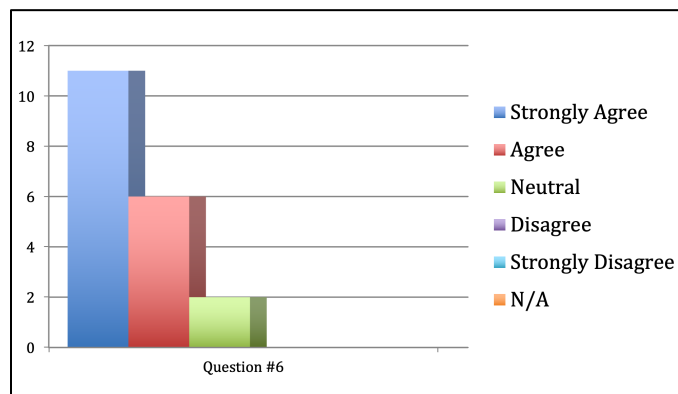
### Summary of Responses Indicating Need for Improvement

Ole could work more on his people skills. He could have saved time if some issues (in particular, judging criteria vs. protected classes) were more clearly addressed at the start of the process. Ole could have been less assertive – although seemingly he needs assistance and support from his colleagues (the Chair Elect and Associate Chair).

Ole cannot be considered as a classic leader – he was a bit careless with the conduct of the work. He relied too heavily on his Associate Chair. He could have brought more transparency to the process.

### Question #6: Is a good listener – 4.5

Strongly Agree = 11  
Agree = 6  
Neutral = 2  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0





### Summary of Positive Comments

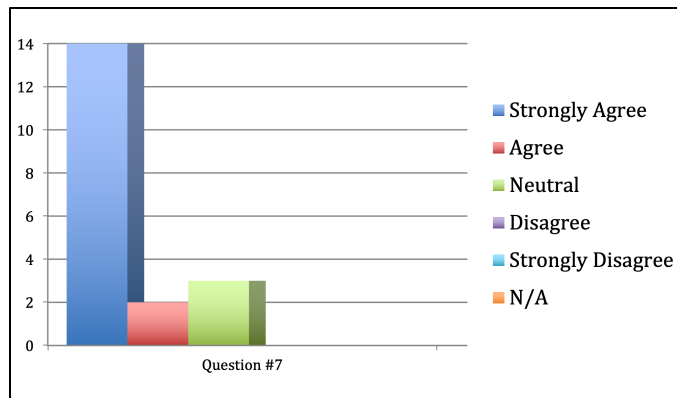
Ole honestly listens to others. Clearly, he kept up with all aspects of conversations, and he ensured that discussions moved forward. He always respected the opportunity for others to express their opinions, and he remained cognizant of the constant difficulties some members had with their internet connections. On a few occasions, he found it necessary to change course – when delegates favored different views. Ole is a calm and thoughtful person, who conveys tranquility.

### Summary of Responses Indicating Need for Improvement

Ole has a problem of not reading the mood of the group, and of failing to solicit the opinions of the quiet folks.

### Question #7: Treats others with respect – 4.6

Strongly Agree = 14  
Agree = 2  
Neutral = 3  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



### Summary of Positive Comments

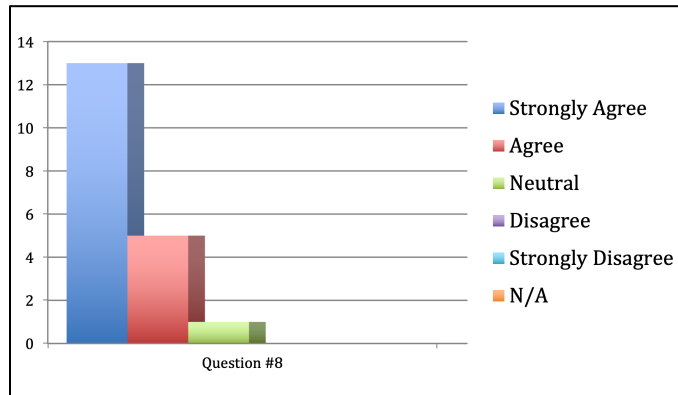
Ole has always been concerned about ensuring everyone can express their views. He respects individual needs – specifically, when a member needs to be absent, he does not press, or question the reason. He treated all applicants and all NomCom members with respect, encouraging and supporting comments from all. Ole never displayed positional strength.

### Summary of Responses Indicating Need for Improvement

There were a few occasions in which his body language and tone failed to respect an individual's comments. He sometimes failed to recognize the sacrifices of Committee members properly. Sometimes, Ole and the other leaders think they know better than the NomCom staff, but that is usually not the reality.

**Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 4.6**

Strongly Agree = 13  
 Agree = 5  
 Neutral = 1  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 0



**Summary of Positive Comments**

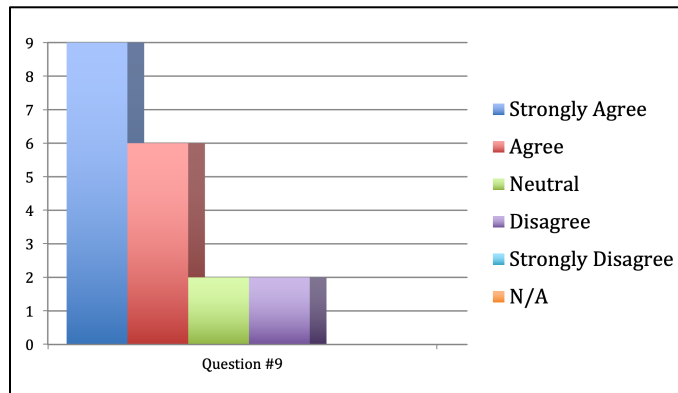
Ole was aware of the time and time constraints, and always asked others' opinions about next steps, as well as the time for the calls and breaks. He always explained the timelines and the work facing the group. The work was done with no problems, or stress, and with completions within the time windows set. Along with the NomCom staff, Ole ensured that the Committee moved forward with appropriate time lines. He apologized and then explained the need when notifications were "last minute", or when presented with tight deadlines. He has a very good sense of establishing processes that meet timelines.

**Summary of Responses Indicating Need for Improvement**

The timing was not well organized.

**Question #9: Demonstrates impartiality and neutrality – 4.2**

Strongly Agree = 9  
 Agree = 6  
 Neutral = 2  
 Disagree = 2  
 Strongly Disagree = 0  
 N/A = 0



### Summary of Positive Comments

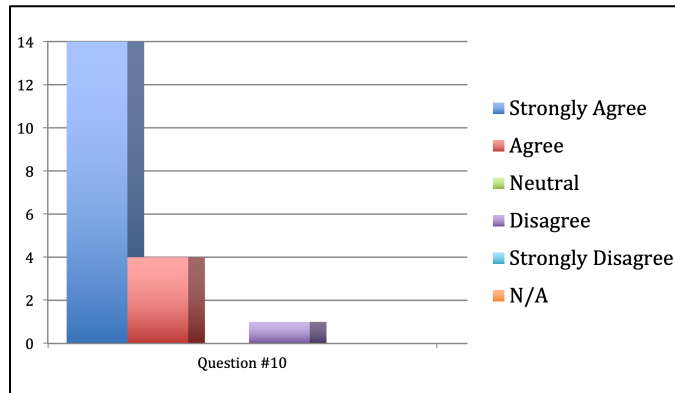
Ole never supported any specific candidates. He provided insights into the various positions and required qualities, and he ensured that all sides of discussions were shared fairly. His comments never “put a thumb” on decisions, and they were accurate and insightful. He appeared not to have preferences in conversations. He was committed to impartiality and neutrality.

### Summary of Responses Indicating Need for Improvement

Some of Ole’s statements have been partial and non-neutral toward certain candidates. He had preferences regarding NomCom bylaws and operational procedures. On occasion, some aspect of a candidate or situation would be over emphasized, which indicated a bias. Ole should have intervened about Jay’s support for a particular candidate.

### **Question #10: Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO – 4.6**

Strongly Agree = 14  
Agree = 4  
Neutral = 0  
Disagree = 1  
Strongly Disagree = 0  
N/A = 0



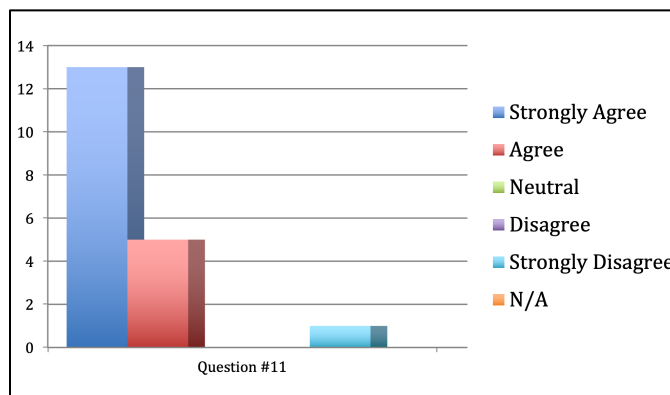
### Summary of Positive Comments

Ole is cognizant of the values needed and the importance of the NomCom role. He has deep knowledge, and he provided needed leadership. He has been a part of ICANN for a long time, and he understands clearly the values that appointees should add to their constituencies and to the Board. He knows the functions of the Board, SOs and AC and the role of the NomCom appointees. Often, Ole would take-on the role of “summarizer”, so the group could identify particular skills and qualities of applicants – thus allowing for easier comparisons (this was based on a full understanding of the positions, as well as the roles and needs of the organization).

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

**Question #11: Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO – 4.5**

Strongly Agree = 13  
Agree = 5  
Neutral = 0  
Disagree = 0  
Strongly Disagree = 1  
N/A = 0



Summary of Positive Comments

Ole is an experienced “stickler” for selection criteria. He was quite open in recognizing his limits – and asking staff to assist, as well as other members with more experience.

Summary of Responses Indicating Need for Improvement

Ole was not aware of all the information about process – he relied too much on his Associate Chair.

**RESULTS FROM THE TELEPHONE / SKYPE CALL**

Questions asked included...

1. Please expand on your responses to the 11 questions in the Written Evaluation questionnaire.
  - Verbal comments echoed those in the written NomCom Leadership Evaluation.

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

- a. *Leadership Style* (“how” he leads people and teams),
- b. *Management Style* (“how” he manages projects and processes),
- c. *Operating Style* (“how” he gets things done).

***Leadership Style (“how” he leads people and teams):***

Positive Comments...

Ole is an effective leader. He is quite technically competent in the internet space. He has a great deal of “gravitas”. He’s “been through the wars”, and thus has much experience. He is both a visionary (he sees where the internet, the Board and the NomCom are going) and a person-of-the-moment. He is consensus-driven, but he also can be directive when needed.

Ole is quite forthright and to-the-point. He keeps the agenda on-track and on-time. Ole is calm, cool and he maintains his composure. He keeps his eyes on the by-laws. He’s a good listener, and he thinks twice before making decisions. Ole is well organized, detail-oriented and he always is prepared. He has a logical mind (he’s an engineer by training). He is a very fair man.

He provides good guidance, and he gets things done on-time. He uses his influence (his experience and age) to move things forward. He should receive lots of credit for facilitating good virtual meetings. Ole is a nice, friendly and kind man. He insisted that everyone be prepared for meetings. In order to provide a consensus environment, Ole “guided” discussions (rather than “directing” them).

He readily shared his considerable knowledge. He tended to stay “above” the arguments. In facilitating meetings, he frequently looked back on his experience. He’s a very humble man – he doesn’t speak a great deal. Ole focuses on “the job” at hand. He gently “pushes” things along in meetings – to stay on-track. He tends to point-the-way for others.

Ole is a very honest man, with a democratic approach to leadership. He knows how to get things done.

#### Areas for Improvement/Development...

On occasion, Ole can be a directive (top-down) leader, and he can sometimes indicate a bias. Sometimes, he is not at all transparent – but he gives the illusion of being inclusive. He is biased against certain races and regions. He sometimes shows sarcasm in his spoken language and body language. He has created a “class system” at the NomCom and should receive a “B” rating for Leadership.

Ole did not always attempt to reach consensus. He often appeared unorganized – and the agenda often was too strict, not allowing for adequate flexibility. He should have been more prepared with “answers to questions”. He could have been more transparent about...

1. Norms under which the NomCom should operate/function.
2. Not mentioning genders in discussion – this was a problem in discussions.

He is slow to stop discussions when they become repetitive. Ole has a dry sense of humor, which creates a nice environment, but he is quite serious about the work of the NomCom. He leads on a very collegial and consensus basis – gently “pointing the way to go”. He is a firm, steady and responsible leader.

#### ***Management Style (“how” he manages projects and processes):***

##### Positive Comments...

Ole is supportive of staff and others – especially regarding the younger members. He interfaces well with staff. He is a good facilitator of meetings – he keeps agendas on-track and on-time. He delineates every step of the way for the progression of projects. Ole continually reminds the group what needs to be accomplished (this is good guidance). He is not a “pushy” person, but he understands what needs to be done and how to do it.

##### Areas for Improvement/Development...

Calls have frequently gone beyond established times. Ole is not sensitive to the time zones of other members. Some of the agendas have been too ambitious and unproductive. Sometimes, Ole seems to have his own agenda about what should be done and how to do it. He needs coaching for his facilitation skills.

***Operating Style* (“how” he gets things done):**

Positive Comments...

Ole is meticulous in the way he gets things done. He is very technically focused. He’s highly organized, and he easily and quickly develops alternate solutions to problems. He’s a very quantitative person – creating matrixes and tables for candidate assessment. Ole is very detail-oriented, and he “follows the book” in terms of getting things done.

Areas for Improvement/Development...

There were no comments.

## Nominating Committee Leadership Evaluations – 2021 Ole Jacobsen (Chair)

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

### 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.