

**ICANN
NOMCOM LEADERSHIP 360° EVALUATIONS REPORT
FOR CHERYL LANGDON-ORR**

Submitted by
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The following is a Summary of a 360° Survey containing evaluation ratings for the current ICANN Nominating Committee Associate Chair (Chair Emeritus), Cheryl Langdon-Orr. There were two parts to the evaluation process...

1. A written 360° Survey/Evaluation.
2. An telephone interview with participating evaluators/raters.

These Surveys/Evaluations were conducted during July and August, 2015.

Evaluators/Raters

Twenty-one evaluators were invited to participate in the 360° Survey (including the individual being evaluated)...

- Eighteen of the twenty-one invitees responded with a written 360° Survey.
- Three invitees did not participate in the 360° Survey process.
- One invitee did not complete the full Survey for Cheryl Langdon-Orr.
- Nine invitees did not participate in the telephone interview.
- A total of twelve invitees participated in all aspects of the 360° Survey process.

THE ON-LINE, WRITTEN 360° SURVEY

Methodology for the On-Line, 360° Written Survey

The Written Survey was completed on-line. It contained 11 questions.

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

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

The questions asked for a rating response about the following...

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. Individual treats others with respect.
8. Takes responsibility and is accountable for ensuring 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 each of the ICANN Board, ALAC, GNSO and ccNSO.
11. Demonstrates an understanding of the criteria for selection of nominating committee appointees to each of the ICANN Board, ALAC, GNSO and ccNSO.

Each evaluator/rater also was invited to provide a detailed explanation of “why” each rating response was made.

Meanings of the Written 360° Survey Rating Ratios

Overall Ratings

The Survey provides for a maximum overall response rating of 55 (the highest possible) which would mean the person being rated received “A” rating responses on every question by all evaluators/raters.

Thus, an overall rating of **55 / 55** would mean a score of all “A” rating responses on every question by all evaluators/raters.

Individual Question Ratings

Each of the 11 questions has a maximum rating of 5. Thus a **5.0** would mean that all evaluators/raters provided an “A” rating response on that specific question.

Written 360° Survey Rating Responses for the Associate Chair (Chair Emeritus)

The pages that follow indicate the Written 360° Survey ratings and their explanations for the individual being rated: the Associate Chair (Chair Emeritus) of the NomCom, Cheryl Langdon-Orr.

Included are anonymous excerpts (detailed explanations of “why” rating responses were made) from each question in the written comments section of the Survey. In order to protect the anonymity of all evaluators/raters, many of their specific words have been changed, but their comment meanings/contexts remain intact.

THE IN-PERSON / TELEPHONE INTERVIEWS

Methodology for the In-Person and Telephone Interviews

The following questions were asked of each of the interviewees:

1. "Please elaborate on your answers to each of the questions and issues in the 360° Survey Questionnaires for Cheryl Langdon-Orr."
2. "As viewed and perceived from your NomCom experience, please describe Cheryl Langdon-Orr's...
 - a. *Leadership Style* ("how" she leads other people and teams),
 - b. *Management Style* ("how" she manages projects and meetings),
 - c. *Operating Style* ("how" she gets things done, such as accomplishing tasks)?"

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

WRITTEN 360° SURVEY RATING RESPONSES FOR CHERYL LANGDON-ORR

Average Overall Rating: 49.4 / 55. Responses were: 103 "A" responses (Strongly Agree), 72 "B" (Agree) responses, 12 "C" (Neutral) responses, 0 "D" (Disagree) responses and 0 "E" (Strongly Disagree) responses.

Question #1 (Demonstrates Integrity): **4.6** out of a possible 5.0. Responses were: 11 "A" (Strongly Agree) responses, 6 "B" (Agree) responses, 0 "C" (Neutral) responses, 0 "D" (Disagree) responses and 0 "E" (Strongly Disagree) responses.

Summary of Explanations...

Positive...

Cheryl always expresses her ideas and views with honesty. She shows her integrity in the fine job she has done as Associate Chair. She is very much concerned with the NomCom process and confidentiality. There is no element or fact that would question Cheryl's integrity. Her integrity is a well known quantity at ICANN. While supporting the current NomCom Chair, she has been careful to ensure not to influence Committee members.

Areas for Improvement/Development...

There were no comments or suggestions.

Question #2 (Participates in an Open and Honest Manner): **4.5** out of a possible 5.0. Responses were: 8 “A” (Strongly Agree) responses, 9 “B” (Agree) responses, 0 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of Explanations...

Positive...

Cheryl always strongly defends her views and ideas. There was never a time when she was not transparent about the reasons for her comments. At all times, Cheryl is open and honest. Her openness and honesty was unquestioned when participating in all NomCom processes. Openness and honesty are two of Cheryl’s primary qualities.

Areas for Improvement/Development...

There were no comments or suggestions.

Question #3 (Demonstrates Good Judgment): **4.5** out of a possible 5.0. Responses were: 9 “A” (Strongly Agree) responses, 8 “B” (Agree) responses, 0 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of explanations...

Positive...

Cheryl demonstrates good judgment about issues, based on the knowledge she has at the time. Her past experience with ICANN and its processes was quite useful in making intelligent and appropriate judgments and decisions. She tries her best to exercise good judgment and never openly made judgments about candidates. Cheryl demonstrated good judgment regarding definitions and/or processes.

Areas for Improvement/Development...

Occasionally, she would treat groups as though they were children needing discipline.

Question #4 (Effectively Uses Influence in an Appropriate Manner): **4.2** out of a possible 5.0. Responses were: 6 “A” (Strongly Agree) responses, 8 “B” (Agree) responses, 3 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of explanations...

Positive...

Cheryl showed her influence in a good way by not speaking on those occasions when she could have done so, thus leaving the “lead” to Stéphane. She used her influence only on issues of process, but not on any issues relating to candidates. She helped to make the leadership team, a real team. Her opinions have significantly helped to clarify issues.

Areas for Improvement/Development...

Cheryl can interrupt others when they are speaking, which can negatively impact the conversation. There were times when her comments about selected issues were inappropriate. Sometimes she can influence situations appropriately and sometimes not. Sometimes, Cheryl can shoot-from-the-hip, so improving her sense of self-editing would be helpful for her. Occasionally, she is a bit too forceful with others, even “pushy” – particularly when she should be listening.

Question #5 (Is an Effective Leader): **4.5** out of a possible 5.0. Responses were: 8 “A” (Strongly Agree) responses, 9 “B” (Agree) responses, 0 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of explanations...

Positive...

Cheryl is a very strong leader and is very effective at identifying issues and interview questions. She is excellent as both a pilot (as Chair) and co-pilot (helping the Chair as Associate Chair). She provided excellent and helpful advice during interviews. Cheryl wants objectives met and works hard to reach them.

Areas for Improvement/Development...

Cheryl leads by force with a loud voice, particularly when she wants a group’s attention. Instead of being a “leader”, she can revert to being a “boss” on occasion. Her strong personality can create discomfort for certain men.

Question #6 (Is a Good Listener): **4.1** out of a possible 5.0. Responses were: 6 “A” (Strongly Agree) responses, 6 “B” (Agree) responses, 5 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of explanations...

Positive...

Prior to responding to members' comments, Cheryl often repeats and/or interprets them for clarity. She was especially attentive to those who wanted to speak, and she helped Stéphane identify them. She can be a great listener when she so desires.

Areas for Improvement/Development...

Cheryl frequently speaks too long, thus controlling conversations and/or discussions.

Question #7 (Treats Others with Respect): **4.3** out of a possible 5.0. Responses were: 8 "A" (Strongly Agree) responses, 6 "B" (Agree) responses, 3 "C" (Neutral) responses, 0 "D" (Disagree) responses and 0 "E" (Strongly Disagree) responses.

Summary of explanations...

Positive...

Cheryl is respectful of others, especially those from other cultures and environments. She treats others with great respect.

Areas for Improvement/Development...

Cheryl can be respectful, as well as somewhat disrespectful and patronizing. Her interpersonal style is one of rough-and-tumble.

Question #8 (Takes Responsibility and is Accountable for Ensuring the Nominating Committee Meets Its Timelines): **4.8** out of a possible 5.0. Responses were: 14 "A" (Strongly Agree) responses, 3 "B" (Agree) responses, 0 "C" (Neutral) responses, 0 "D" (Disagree) responses and 0 "E" (Strongly Disagree) responses.

Summary of explanations...

Positive...

Cheryl is very effective and efficient at leading meetings and achieving goals. She is very detail-focused and she's aware of the importance of meeting deadlines – thus she was able to help keep the NomCom members on-track. She is dedicated and always participated, even when in an extreme time zone. For Cheryl, all other matters are secondary to deadlines. She is very much aware of completing everything within given deadlines.

Areas for Improvement/Development...

There were no comments or suggestions.

Question #9 (Demonstrates Impartiality and Neutrality): **4.3** out of a possible 5.0. Responses were: 6 “A” (Strongly Agree) responses, 10 “B” (Agree) responses, 1 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of explanations...

Positive...

Cheryl always sticks to the facts, which helps members make good and proper decisions. If she wants to make a point, she doesn't hesitate to make her opinion known.

Areas for Improvement/Development...

Sometimes, she can be a bit too impartial and neutral.

Question #10 (Demonstrates an Understanding of the Values a Nominating Committee Appointee Would Add to Each of the ICANN Board, ALAC, GNSO and ccNSO): **4.8** out of a possible 5.0. Responses were: 13 “A” (Strongly Agree) responses, 4 “B” (Agree) responses, 0 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of explanations...

Positive...

Due to Cheryl's long experience at ICANN, she is a true expert on its issues, and she is quite generous in sharing this knowledge with Committee members. The fact that she was the previous NomCom Chair gave her a deep knowledge of processes and needs. Cheryl has considerable knowledge of the bylaws and structures of ICANN bodies/entities. Her long history and service in ICANN leadership positions has provided her with a deep understanding of the values for which NomCom is searching.

Areas for Improvement/Development...

There were no comments or suggestions.

Question #11 (Demonstrates an Understanding of the Criteria for Selection of Nominating Committee Appointees to Each of the ICANN Board, ALAC, GNSO and ccNSO): **4.8** out of a possible 5.0. Responses were: 14 “A” (Strongly Agree) responses, 3 “B” (Agree) responses, 0 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of explanations...

Positive...

Due to her long working experience with ICANN, Cheryl is a true expert in ICANN issues, and she shares her experience by providing guidance to Committee members. Her vast experience has been a benefit to Stéphane regarding specific, needed and applicable criteria.

Areas for Improvement/Development...

There were not comments or suggestions.

**TELEPHONE INTERVIEW RESPONSES FOR
CHERYL LANGDON-ORR**

Individual comments included...

Leadership Style (how she leads other people/members and teams):

Positive...

Cheryl has furthered transparency within the NomCom. She is a very open, effective and seasoned leader – with a great deal of knowledge about ICANN. She knows how to lead – that is, she is highly organized and structured, as well as persuasive. Cheryl very much leads by force of personality – however, she has evolved over the past year, very much softening her approach to leadership. She is very engaged and she leads and speaks with authority without being domineering. She is very much, “a calm hand on the tiller.” Cheryl seems to be a nice balance of the strategic (visionary) and tactical (practical) thinker and leader. She ensures everyone has a chance to speak, but keeps an eye on the clock. She is very good at delegating, and she holds people accountable.

Needs Improvement/Development...

Cheryl is a very straightforward communicator, a style with which some might be uncomfortable – which on occasion detracts from her leadership qualities. She has been of incredible service to the Chair.

Management Style (how she manages projects and issues):

Positive...

Cheryl has a very consensus-focused management style – she tries to include others in debate and deliberations. Confidentiality (non-disclosure) is paramount with Cheryl.

She's been very helpful when needed, but has not tried to take the lead from Stéphane, or to influence the group. She knows the skill sets needed for various bodies. At the end of the day, Cheryl has the interests of ICANN at heart and she gets the job done. She has been on many Boards and therefore knows how they work at the C-Suite level. She has a compassionate heart and cares deeply about the issues and needs of others. Cheryl has grown so much over the past year. She has a very high sense of integrity and professionalism and has been exceptionally supportive of Stéphane and the NomCom. She helped to improve process with her strategic vision for improvement (what the long-term effect of the improvement would be).

Needs Improvement/Development...

It sometimes appears that she takes on too much outside of ICANN, thus giving the impression she is a glutton for punishment and not delivering on task commitments.

Operating Style (how she gets things done, such as accomplishes tasks):

Positive...

Cheryl is very friendly, with high energy and a strong personality. She is quite serious about the business of the NomCom. She is a good listener, with an excellent memory – she knows what's been done in the past. Cheryl can be very stern if confidentiality is broken. She is very attentive, as well as focused on deadlines (on-time completion) and the clock – she's also a hard-driver and keeps meetings on agenda. She fights hard for what she believes. Cheryl is an excellent, motivational speaker, with a commanding presence and voice. This year, she has learned to remain more calm and controlled, with a better awareness of when and where to use her commanding voice. She makes candidates feel they have been treated well and with respect. She is very detail-focused and takes copious notes, thus allowing her to effectively follow-up and check-off things on lists. Cheryl's ethics are impeccable. She is decisive, goal oriented and she moves toward decisions (ensures targets are hit). Very appropriately, she inserts buffers for the unexpected in agendas. Cheryl is exceptionally neutral and impartial, with no bias. She understands members are volunteers and takes that into account. Cheryl never shirks from taking responsibility for her actions.

Needs Improvement/Development...

Sometimes it seems Cheryl likes to hear herself talk – she should perhaps learn to be more concise and less verbose. She is very strong-willed and often opinionated.