ICANN NOMCOM LEADERSHIP EVALUATION FOR DAMON ASHCRAFT

SUMMARY OF COMMENTS

Evaluation Conducted in October, 2020

ICANN NOMCOM LEADERSHIP EVALUATIONS
REPORT FOR DAMON ASHCRAFT (ASSOCIATE 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 Associate 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.

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 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:
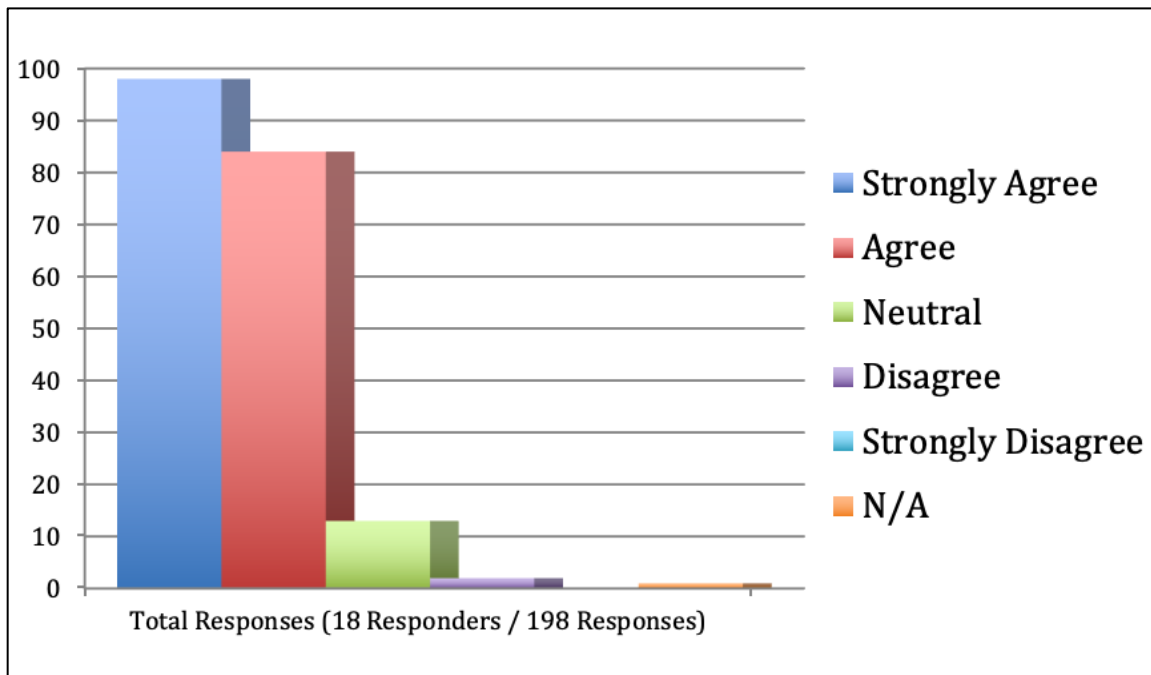   Total Average = **48.5 out of 55**

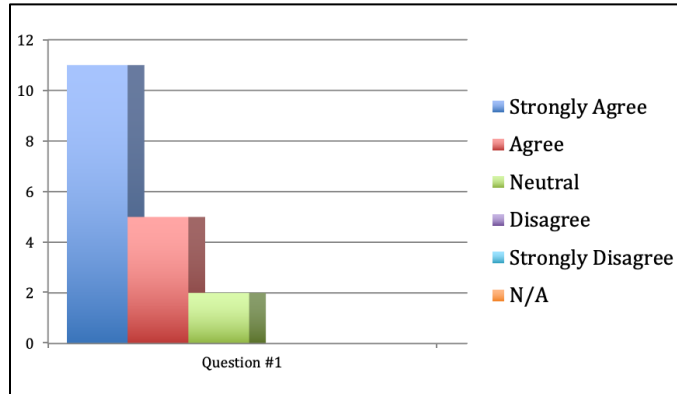|	
Strongly Agree = 98	Disagree = 2
Agree = 84	Strongly Disagree = 0
Neutral = 13	N/A = 1

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
> Damon was exceptional as Associate Chair. He always was clear and straightforward, including when sharing his personal experience or preference. He was steadfast in providing guidance and insight based on his experience in the NomCom. He was faithful to the Committee and the process. Damon did his best not to influence others, but was informative regarding the process and in clarifying technical points. He has served as Chair Elect, Chair and Associate Chair. There is deep respect for his attention to detail and his understanding of the process. Damon was very articulate in the way he described the process, and he warned Members when anyone tended to be biased. With his prior experience as a lawyer, as well as with the NomCom, he consistently demonstrated neutrality. Very importantly, he brought added value by insisting the Members not comment on features of a protected class, which occasionally was a problem with some Members.

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

Question #2: Participates in an open and honest manner – 4.6

Strongly Agree = 11
Agree = 6
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
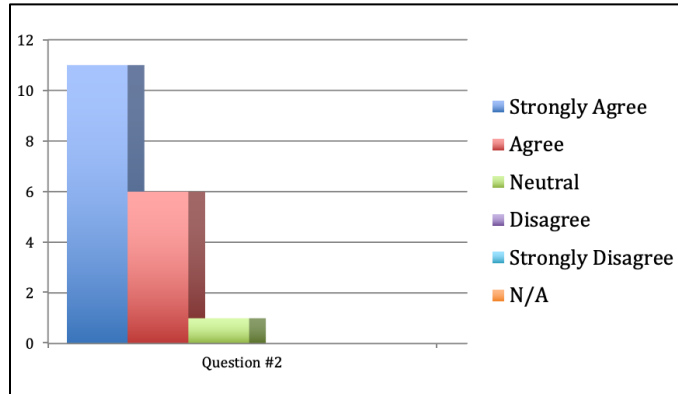
Summary of Positive Comments
> He assisted by providing context to the process and the nature of the positions Members were considering – he always was quite candid. He was continuously good-humored, open and he demonstrated a kind manner. Damon operated in a neutral way, with no agendas. He did not intervene or interrupt. He was honest, open and transparent.

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

Question #3: Demonstrates good judgment – 4.4

Strongly Agree = 9
Agree = 8
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
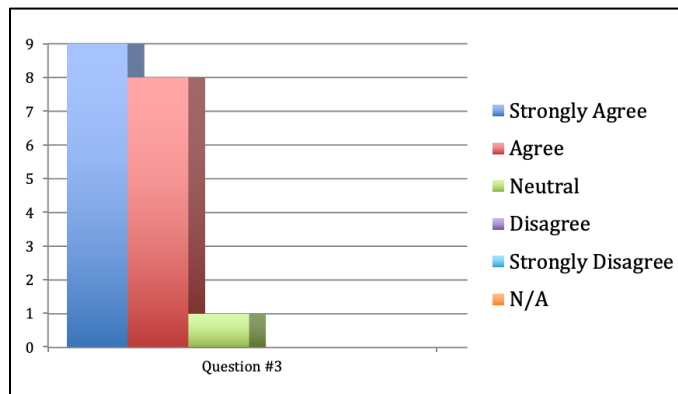
Summary of Positive Comments
Damon made excellent choices between possible approaches during this challenging year. He knew when to intervene with comments or direction, and when to sit back and allow the Committee (or others) to take charge. He added the appropriate amount of input at the right times, without seeming to push too hard. Damon believed he was not there to make judgments. He consistently showed good judgment.

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

Question #4: Effectively uses influence in an appropriate manner – 4.4

Strongly Agree = 7
Agree = 9
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1
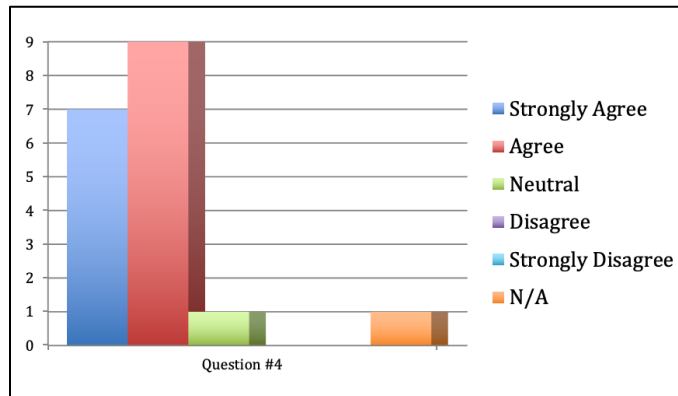
Summary of Positive Comments
Damon's greatest influence was in providing insight, based on his historical knowledge of the NomCom and past situations. Perhaps "influence" is the wrong word – a better one might be "guidance", which he used quite effectively. He did not inappropriately use his influence.

Summary of Responses Indicating Need for Improvement
On occasion, the NomCom Leadership Team showed its constituency biases, and attempted to motivate Members in specific directions. This was the case on the final day of the selection meeting. While this is human nature, and understandable, the Leadership Team should try their utmost to avoid such motivational bias.

Question #5: Is an effective leader – 4.3

Strongly Agree = 7
Agree = 9
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0
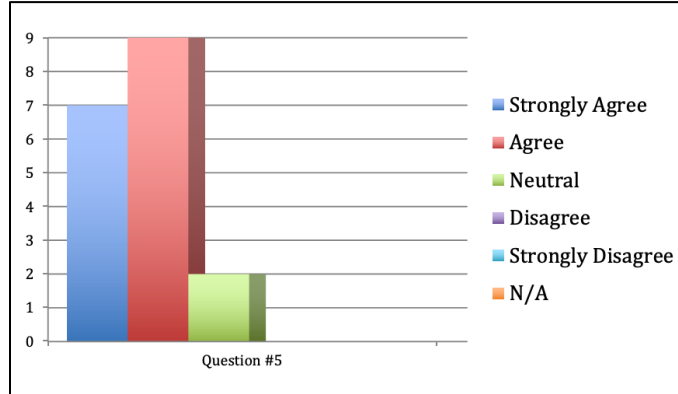
Summary of Positive Comments

> Damon did not "lead". Instead, he assisted Jay in doing so, and to a lesser degree, Ole. He provided essential background information and unbiased comments that helped move considerations forward. He demonstrated his expertise and experience, which helped to steer the group, where necessary. Damon acted as an effective leader by working jointly, and in a complementary way, with his Leadership colleagues. He was effective at helping to move the process forward. He kept his remarks factual and data driven. He had a quick grasp on issues and helped to re-focus things, as needed. He ensured that conversations remained on-topic and in-line with the NomCom Mission.

Summary of Responses Indicating Need for Improvement

> Damon could benefit from being more flexible about issues at times.

Question #6: Is a good listener – 4.4

Strongly Agree = 9
Agree = 8
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
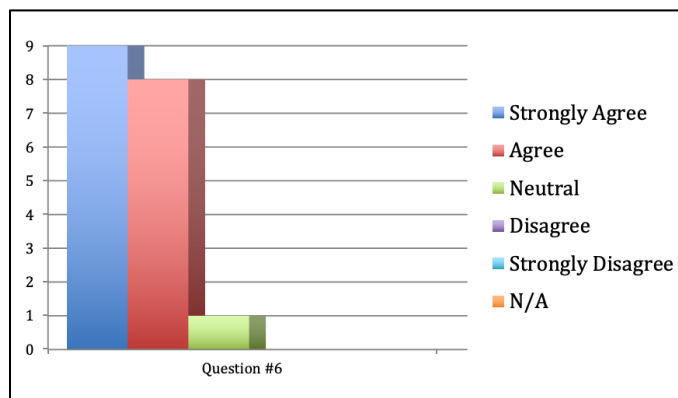
Summary of Positive Comments
> Damon was always engaged and listening. He gently answered questions, having listened to Members and read their messages. He encouraged multiple viewpoints for consideration. Damon interceded, when necessary, on topics that required additional discussion. He remained totally involved with the entire process.

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
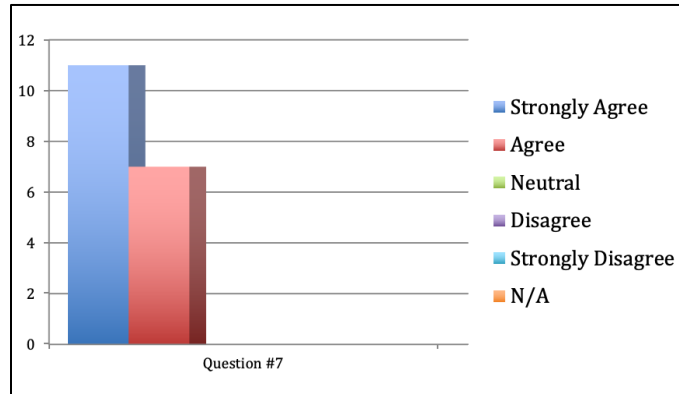
Summary of Positive Comments
> Damon always was respectful of others' comments and opinions. He is a very courteous and kind man. When a Committee Member would make an improper or incorrect comment, he would never respond in a disrespectful way – he was always positive.

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 – 4.3

Strongly Agree = 8
Agree = 8
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0
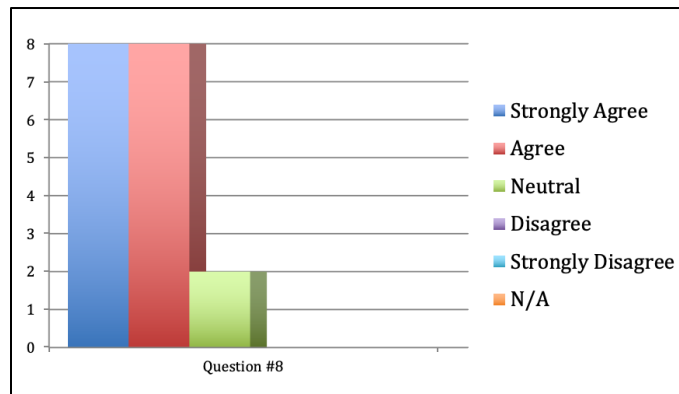
Summary of Positive Comments

Damon did his best to keep the process moving forward. Given the current COVID situation, the Leadership Team did an excellent job of moving the Committee to complete its tasks, which from time-to-time seemed impossible. The Leadership Team was diligent in ensuring NomCom deadlines were met – consulting with the ICANN staff, when necessary, to advance the process. Damon ensured that the Committee received needed support from ICANN Org, in order to complete the process before the AGM. Timelines required adjustment due to COVID, but this was done effectively through consultation with the Board. The Committee, Staff and the Leadership Team did a great job of moving things forward to completion – prior to the AGM.

Summary of Responses Indicating Need for Improvement

The original timelines were not met, causing the release of out-of-date information on the NomCom website – although this was not Damon's fault.

Question #9: Demonstrates impartiality and neutrality – 4.0

Strongly Agree = 7
Agree = 6
Neutral = 3
Disagree = 2
Strongly Disagree = 0
N/A = 0
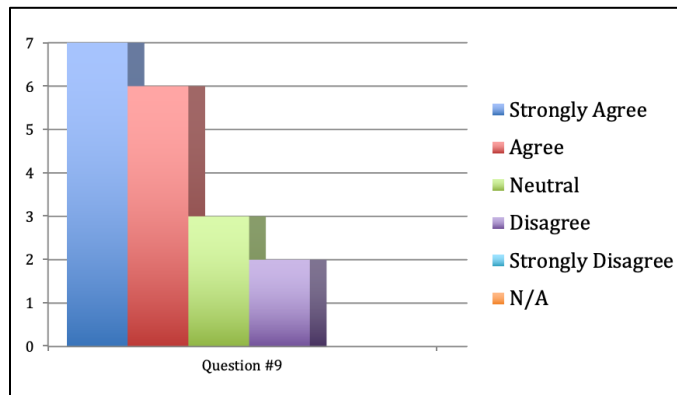
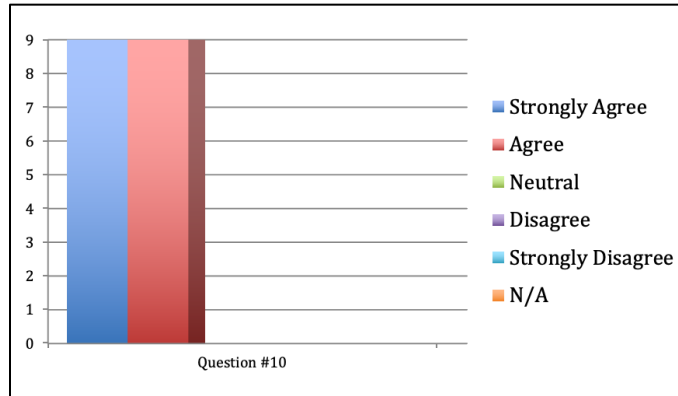
Summary of Positive Comments

Damon did not take sides, but appropriately interjected himself when necessary. He remained impartial and neutral. His comments and corrections were not aimed at encouraging a particular position. Damon would always encourage the Committee to act in the best interest of ICANN, and focus on the required values, skills and attributes of the candidates.

Summary of Responses Indicating Need for Improvement

At times, statements had a hint of favoring certain candidates. Occasionally, the Leadership Team would show a bias.

Question #10: Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO – 4.5

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

Summary of Positive Comments
> Damon had a good knowledge of roles and the ICANN Mission. He has a clear appreciation of these issues, although he also was assisted by Community input. Damon would be an excellent presenter about this, as well as about the criteria for selection. He helped Leadership direct and inform the Committee.

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. The Committee received several pointed reminders about this.

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 = 9
Agree = 9
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
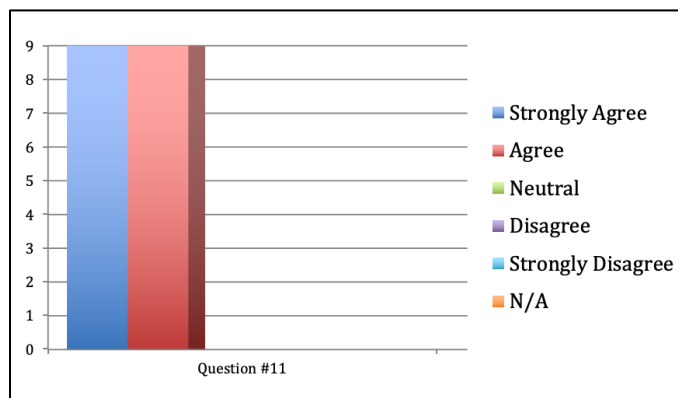
Summary of Positive Comments
Damon would always refer to the criteria involved. He assisted Leadership in its efforts at informing the Membership.

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…
Damon respects the value of "attention to detail". He gets deep into the details of policies and issues, and he provides different perspectives about the repercussions of decisions. He has a very logical approach to decision-making and he keeps things on-track and on schedule. Damon is a visionary, in that he sees the challenges coming, and he suggests remedies and solutions to these challenges. He is a "peacemaker" for conflicts and controversies, and he is a very pleasant colleague with whom to work.

Areas for Improvement/Development…
There were no comments or suggestions.

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

Positive Comments…
Damon is an effective leader. He is quite professional and articulate, and he has a "to-the-point" communication style – although he is respectful of others and he listens to their comments and opinions. Highly respected, he has been called, "The conscience of the Committee". He is consistent, decisive and confident in his behavior. He's a very pleasant, friendly and approachable leader. He is consistent, in that he does what he says he will do. Damon understands the process well. From a legal perspective, he provided good advice about what should and should not be done by the Committee. He is an excellent meeting facilitator and is focused on consensus management for problem solving. He inter-faces well with people. He is knowledgeable about ICANN's policies and procedures. Damon is very open-minded – he is open to new ideas, concepts and new ways of doing things. He was an excellent mentor for Jay – through his experience in legal matters and knowledge about the NomCom. He often brought discussions back on-track, when they veered from a given focus. He's a gentleman, and an excellent example of a leader. He played the role of an enforcer – "the bad guy" to Jay's "good guy". Damon is a good counselor and collaborates with others with a "velvet glove" approach (particularly when correcting others' statements). He has a consensus style of leadership for people and teams.

Areas for Improvement/Development…
On occasion, Damon could be more neutral.

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

Positive Comments…
Damon has a structured and disciplined approach to time management. He pays attention to timelines – for example, starting and ending meetings and other engagements on time. He was the "go-to man" for how to get things done. Damon resolved many conflicts and stoppages. He advanced several alternate approaches to problems and issues. Damon would step-in quickly when he was needed. He was a great defender of precedent and was very much the voice of continuity (the "why" we should, or are doing it). He has a very practical approach about what the Committee must do. Damon accepts and considers feedback. He lives by the bylaws, rules and policies.

He is very ethical (he stands by his word). Damon worked very well with the other two leaders. He is often self-effacing, and never self-promoting. He is a very genuine and caring person. He's an easy person with whom to work and he has no hidden agendas.

Areas for Improvement/Development…
He sometimes was somewhat harsh/assertive, in order to bring discussions back on-track.

ICANN Nominating Committee Leadership Evaluations – 2020
Damon Ashcraft (Associate Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
48.5	4.5	4.6	4.4	4.4	4.3	4.4	4.6	4.3	4.0	4.5	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.