



Submitted by TTG Consultants

# ICANN NOMCOM LEADERSHIP EVALUATION FOR JAY SUDOWSKI

## SUMMARY OF COMMENTS

Evaluation Conducted in August, 2021

# ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR JAY SUDOWSKI (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 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. *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).

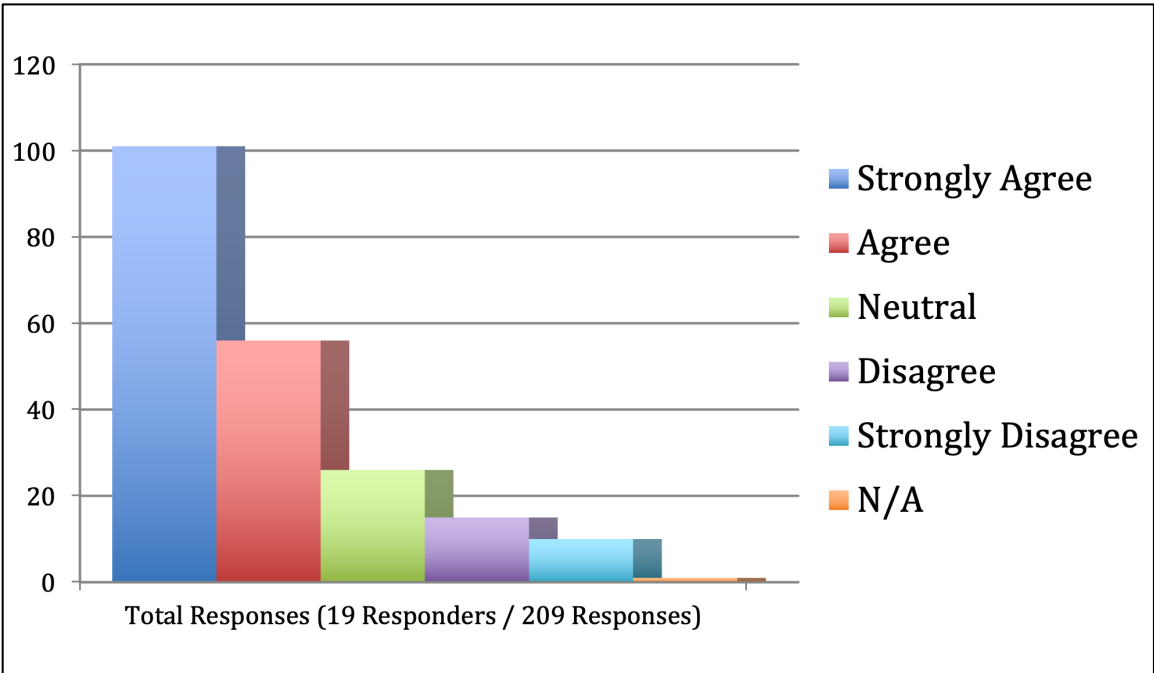
In addition, each interviewee was invited to elaborate on any other relevant topic.

**RESULTS FROM THE WRITTEN EVALUATION**

All questions Summary ratings:

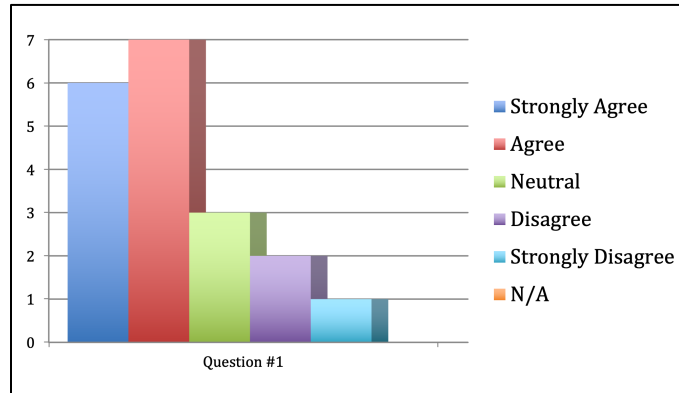
Total Average = **45 out of 55**  
 Strongly Agree = 101  
 Agree = 56  
 Neutral = 26

Disagree = 15  
 Strongly Disagree = 10  
 N/A = 1



### Question #1: Demonstrates integrity – 3.8

Strongly Agree = 6  
Agree = 7  
Neutral = 3  
Disagree = 2  
Strongly Disagree = 1  
N/A = 0



#### Summary of Positive Comments

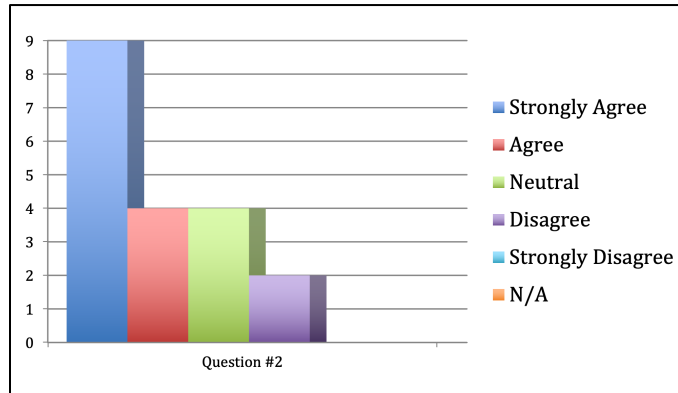
Jay was the “reminder” of rules. His work history speaks for him. He has enormous knowledge. During the selection week, he did a great job. Jay stayed true to the sanctity of the assignment – he made several interventions to guide members toward avoiding comments, or references, that could undermine the integrity of the process and decisions. Jay has an easy personality, but there is no doubt about his integrity and commitment to the work. He has years of experience with the NomCom and he has a deep understanding of the ICANN Community. Both last year as Chair, and this year as Associate Chair, Jay exhibited the highest levels of integrity and set an excellent example. Jay mostly adhered to the “rules” set out for the NomCom.

#### Summary of Responses Indicating Need for Improvement

At times, Jay was extremely biased. At two critical periods, Jay interceded with information that potentially damaged a candidate’s chances of being selected. He is supposed to be neutral, but he gave his point-of-view about one candidate. At the very end of the selection cycle, he made statements about certain candidates that appeared to favor or disfavor them. Also, waiting until the very end to note that one candidate was involved in a lawsuit, seemed unprofessional. Jay didn’t contribute “that” much. He can lose restraint under pressure. Sometimes, Jay’s biases are shown in the way he handles things. With his choice of words regarding one candidate, he may have flipped the perception of the members.

**Question #2: Participates in an open and honest manner – 4.1**

Strongly Agree = 9  
 Agree = 4  
 Neutral = 4  
 Disagree = 2  
 Strongly Disagree = 0  
 N/A = 0



**Summary of Positive Comments**

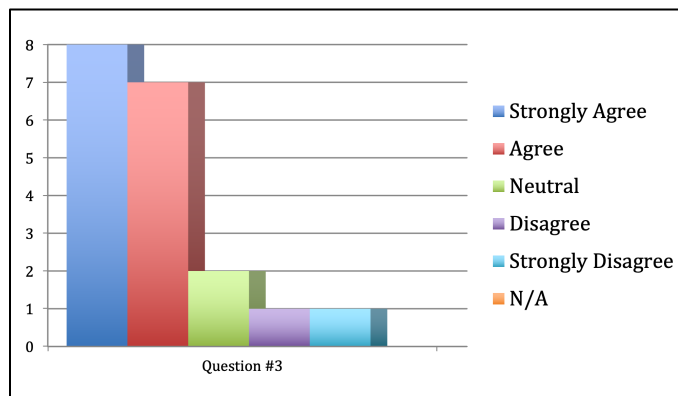
Jay has an open and honest manner. He always assisted the group and he provided important insights into the process and how to proceed. His leadership style is commendable – Jay never shied away from interjecting whenever members slipped with some inappropriate comments, or when someone didn't understand a procedure. He has the foresight to know when his explanations, or comments, may be necessary. Jay has been helpful in keeping the discussions moving and candid, as well as in avoiding antagonism.

**Summary of Responses Indicating Need for Improvement**

Jay was too bossy. He is far from an open person with an honest manner. Some of his interjections were biased.

**Question #3: Demonstrates good judgment – 4.1**

Strongly Agree = 8  
 Agree = 7  
 Neutral = 2  
 Disagree = 1  
 Strongly Disagree = 1  
 N/A = 0



### Summary of Positive Comments

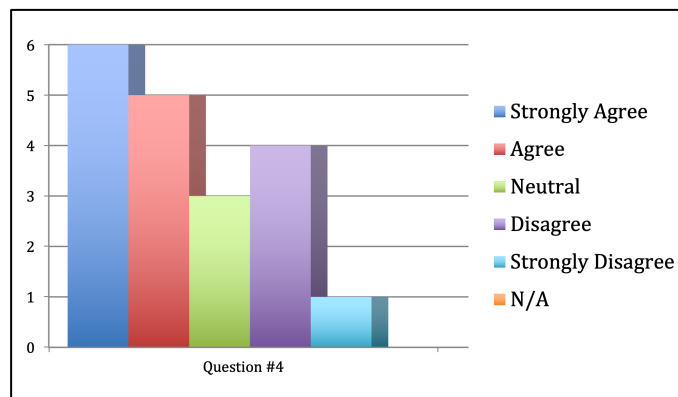
During the entire process, he demonstrated good judgment. He only brought up cogent points. His interjections were at appropriate times and in the right quantity and number. He seems to be a good man. He is quite experienced, and this assists in his judgement.

### Summary of Responses Indicating Need for Improvement

Jay does not often demonstrate good judgment.

## Question #4: Effectively uses influence in an appropriate manner – 3.6

Strongly Agree = 6  
Agree = 5  
Neutral = 3  
Disagree = 4  
Strongly Disagree = 1  
N/A = 0



### Summary of Positive Comments

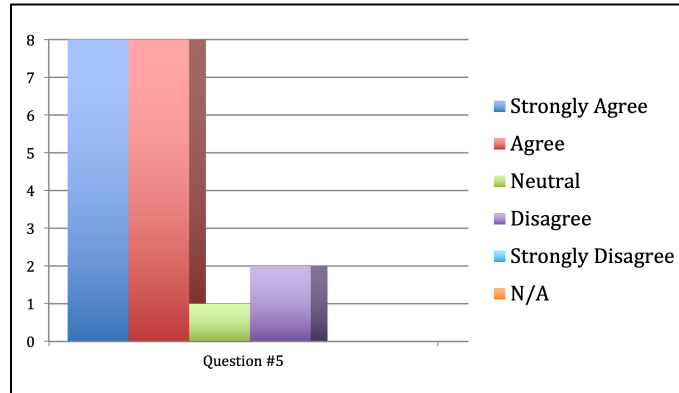
Most NomCom members have worked with, and support Jay – so he was able to influence discussions, without being overbearing. He added to and clarified points, but he did not argue them. He hardly influenced, except where necessary – which was when members needed reminders.

### Summary of Responses Indicating Need for Improvement

At times, Jay tried to influence decisions with statements which were inappropriate for leadership. Sometimes, he shared news and information about candidates at inappropriate times – these interjections should have been shared earlier. During the final process, he used his influence and position in an inappropriate / incorrect manner. Due to his less-apparent role, he was less “present”. His interjections were not always consistent.

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

Strongly Agree = 8  
Agree = 8  
Neutral = 1  
Disagree = 2  
Strongly Disagree = 0  
N/A = 0



#### Summary of Positive Comments

Jay is a quiet, natural and self-confident leader. He often guided leadership colleagues and members/delegates toward making informed consensus decisions. He has enormous knowledge, he guided the group through the process and he assisted the current Chair to fulfill the NomCom mission. He certainly has the experience to be a good leader. He has proven himself quite effective, both last year and this year. He knows the process, he works well with staff, and he fulfills his current role. His general performance has been good – and it has been dedicated to the process. Jay didn't talk much, but this was in-line with his position. He gave good support to the leadership team and the entire Committee.

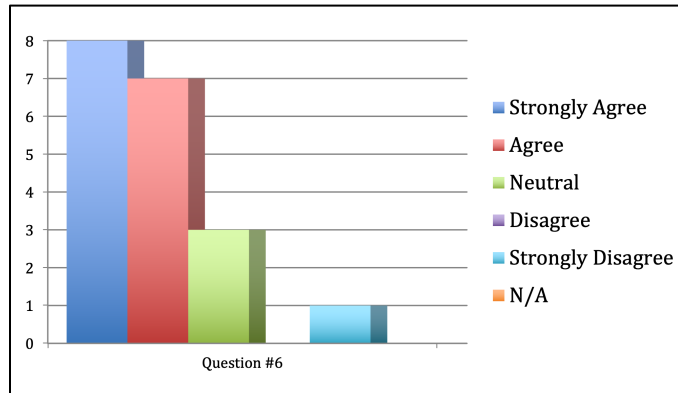
#### Summary of Responses Indicating Need for Improvement

In his secondary role/position, Jay seemed to have a need to control, which was a bit disruptive – and the Chair allowed his dominance to continue. In terms of leadership, his judgment has not been good. As a leader, he should not push his own agendas. Jay caused some members frustration, due to his conflicting signals regarding the “rules” for candidate assessment.



**Question #6: Is a good listener – 4.1**

Strongly Agree = 8  
Agree = 7  
Neutral = 3  
Disagree = 0  
Strongly Disagree = 1  
N/A = 0



**Summary of Positive Comments**

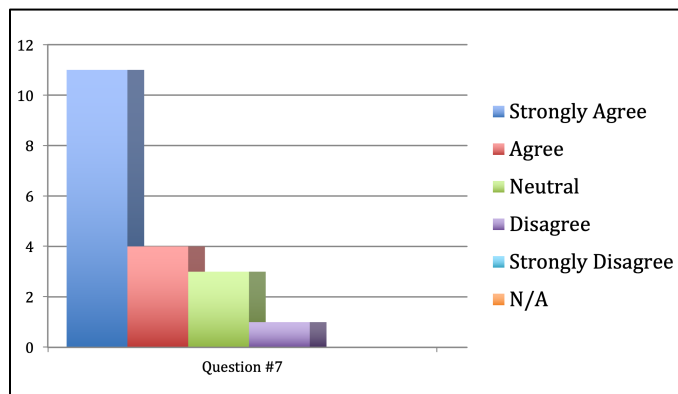
Jay listens and responds. He listened to all opinions and has dealt with them. He often has been the last to speak on issues, thus allowing everyone to share their inputs, while he listened. On one occasion, Jay backed down on an issue, as members faulted his position. He listens to others without interrupting, and then comes back with his opinion, which is often quite relevant – particularly regarding process. He was able to “call-out” the Nom Com when it would veer off topic, or get into protected characteristics that should not be discussed.

**Summary of Responses Indicating Need for Improvement**

Jay did not always seem fully engaged.

**Question #7: Treats others with respect – 4.3**

Strongly Agree = 11  
Agree = 4  
Neutral = 3  
Disagree = 1  
Strongly Disagree = 0  
N/A = 0



### Summary of Positive Comments

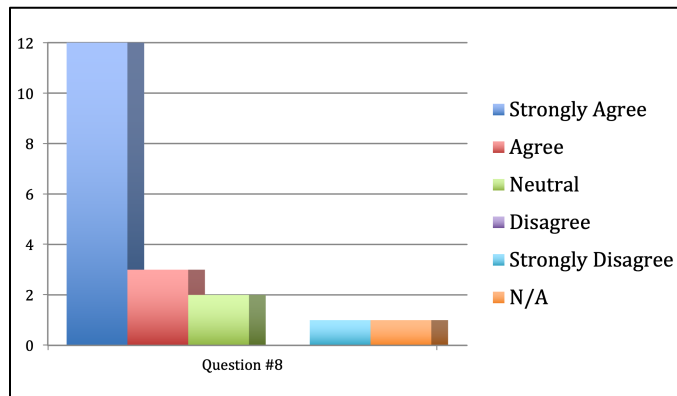
Jay is very diplomatic in his choice of words, thus he treated the group with respect, and he always was in a good mood. He listens and gives reasoned opinions. He did not “call-out” individual members. Even when faced with immature gaffs by newer members, he was respectful and patient in his responses. He always accorded members mutual respect. He has considerable respect for staff.

### Summary of Responses Indicating Need for Improvement

There is no evidence that he respects the Committee members.

### **Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 4.4**

Strongly Agree = 12  
Agree = 3  
Neutral = 2  
Disagree = 0  
Strongly Disagree = 1  
N/A = 1



### Summary of Positive Comments

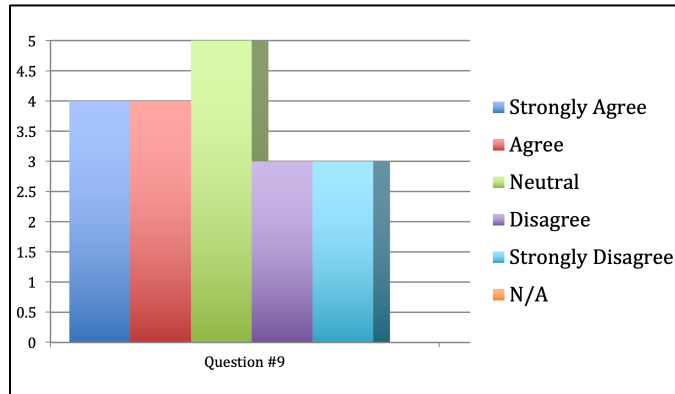
Jay always provided a needed compass for the appropriate direction. He worked hard behind the scenes. At one point there was disagreement as to the speed for the Committee’s process, but Jay resolved the issue with an alternate path that satisfied the entire group. He believed timing was not his responsibility (not being the Chair), and he acted accordingly.

### Summary of Responses Indicating Need for Improvement

The timing was not well organized. The NomCom met the deadline, but probably could have saved time if certain expectations (“rules”) had been clarified at the start of the process.

**Question #9: Demonstrates impartiality and neutrality – 3.2**

Strongly Agree = 4  
 Agree = 4  
 Neutral = 5  
 Disagree = 3  
 Strongly Disagree = 3  
 N/A = 0



**Summary of Positive Comments**

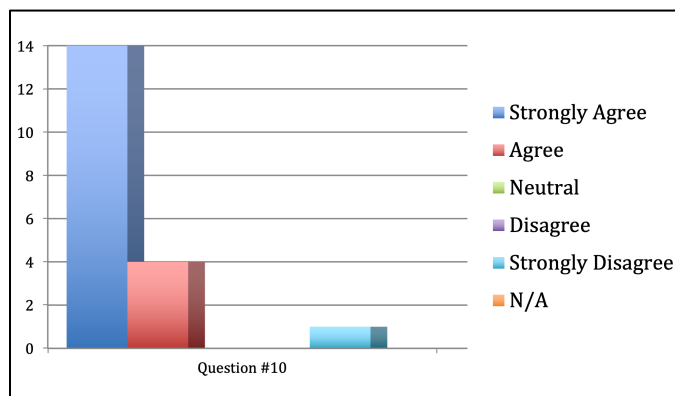
Regarding impartiality and neutrality, Jay has provided an anchor. He is an independent, neutral, diplomatic and open-minded team member. He has shown these qualities, with only one exception, which was late in the selection process. Jay was always neutral, and he helped keep the discussions focused on the qualities of the applicants, as well as the needs of the positions – and he avoided any partial comments.

**Summary of Responses Indicating Need for Improvement**

Jay has demonstrated considerable bias toward certain candidates, and this behavior has been discussed privately among members. He was extremely partial and non-neutral in his communication related to candidates – trying to bias the conversations. In at least one discussion, Jay pushed his own point-of-view.

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



### Summary of Positive Comments

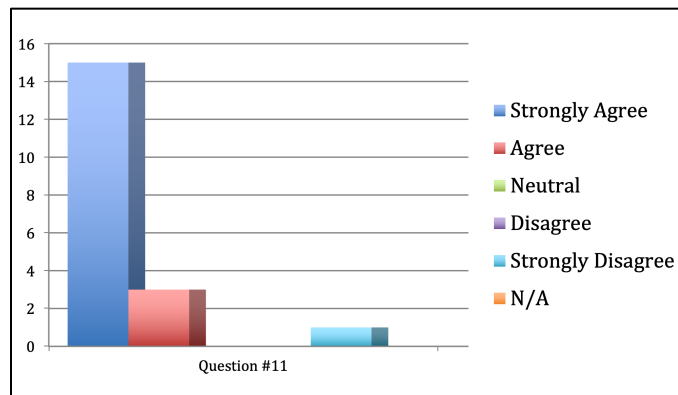
Having been involved with ICANN for quite some time, and having been the previous Chair, Jay has a considerable understanding of the values NomCom appointees must have regarding each constituency, the Board and the entire ICANN organization. He effectively used his experience to clarify expectations for the NomCom selection process. His often-stated procedural and NomCom objective reminders, along with an emphasis on his experience, were helpful in ensuring thorough selection decisions by the Nom Com members/delegates. Jay fully understands these values and the importance of them. He helped point out how particular applicants would (or would not) fill the needs of specific positions. His longevity within NomCom helps him understand its processes.

### Summary of Responses Indicating Need for Improvement

Jay doesn't care about the non-Board appointees – he is focused on the Board candidates.

### **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 = 15  
Agree = 3  
Neutral = 0  
Disagree = 0  
Strongly Disagree = 1  
N/A = 0



### Summary of Positive Comments

Jay clearly understands these criteria and it shows in his interventions. He was never remiss at reminding the NomCom that specific requests from the Board or Councils, may focus on particular needs, which may not encompass all the qualities the Committee should be looking for in candidates. Jay has considerable knowledge in this area, and he always explained issues, which reduced members' doubts during discussions.

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

## 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...

Jay is flexible, friendly and he listens. He is well organized and focused. He’s a good facilitator of meetings – he knows “the process” – and will intervene if talks are going in circles. Jay is a visionary, in that he has a sense of the future for ICANN, the Board and the NomCom. He sometimes is consensus-focused (although this is not always consistent), but he can be ‘directive’ when needed. Jay has kept conversations and the agenda on-track. He did a good job of scheduling timelines. He is an unbiased leader.

Jay tends to be an “in-the-moment”, practical problem solver. He’s a very straight-forward leader – he knows what he wants. Jay is articulate and is a good communicator. His intentions were good, and he understood his role in the NomCom, supporting the Chair as needed. He has some personal principles, which he follows. Jay has a strong personality. He’s very knowledgeable – he knows what must be done and how to do it. He is very much an “influencer”.

Jay has a historical overview (he’s an “old-timer” at the NomCom), and he adds much background, process and procedure to discussions – he adds great narratives. He is quite rational and practical. He has a relaxed manner of leadership. He listens to others and gives feedback.

Jay gets things done, and he conducts seamless meetings. Since he's a lawyer, he contributed good legal advice (he's an excellent legal resource), and his logical mind. Jay's sense of humor created a happy environment. He's a simple man, but very confident.

Areas for Improvement/Development...

Jay can be aggressive and "pushy" – a top-down leader – making his points with force (which some members did not like). On occasion, he would shut-down a member's comments. He should have been more of an "Advisor" in his role, instead of being so aggressive. He seems to have a need to be "recognized" (in front of the camera). Jay wants to talk about what he knows – "We should do it this way, like we've always done it." Occasionally, he treated some members like "surfs".

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

Positive Comments...

Jay tends to leave details to staff, and he manages the staff well. He is a good, logical planner and he facilitates meetings well. He is technically sound, and he is very good at organizing people and things. Jay puts "process" into whatever he wants to accomplish. He is a very hard worker. He is very well prepared for meetings – he is aware of what needs to be done. Jay has a good energy level, and he maintains it. He organizes his thoughts and his processes, and he does his 'homework' on issues.

He is quite good at establishing timelines. Jay is a very efficient, 'on-time' person. He is organized, scheduled and he follows-up. He finds the small details in issues and projects, and he knows where the NomCom should be going. Jay has a good sense of the characteristic of people – he provided good guidance about where certain people might 'fit' in the organization. He has a great "voice" for ICANN's history.

Areas for Improvement/Development...

Jay can be quite biased – favoring certain candidates. He could have communicated better on a personal level.

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

Positive Comments...

Jay gets things done in a very friendly way. He handles details and numbers well. He organizes his thoughts, and he has a very straight-forward way of operating. He very much "sticks to the rules". Jay ensures deadlines are met – in part by following procedures. He really knows the by-laws well and he remains aware of them. Jay follows-up well. He has very strong opinions as to what and how to do things.

He has a great memory – he doesn't need to take notes, and he is very good with due diligence.

Areas for Improvement/Development...

Jay sometimes upsets members, by being partial to some candidates. He has a “pushy” style of management, but he does get things done – he is clearly the boss.

## Nominating Committee Leadership Evaluations – 2021 Jay Sudowski (Associate Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
45.0	3.8	4.1	4.1	3.6	4.2	4.1	4.3	4.4	3.2	4.6	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.