



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR TRACY HACKSHAW

SUMMARY OF COMMENTS

Evaluation Conducted in August, 2021

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR TRACY HACKSHAW (CHAIR-ELECT)

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-Elect, 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, 17 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 = **50.3 out of 55**

Strongly Agree = 127

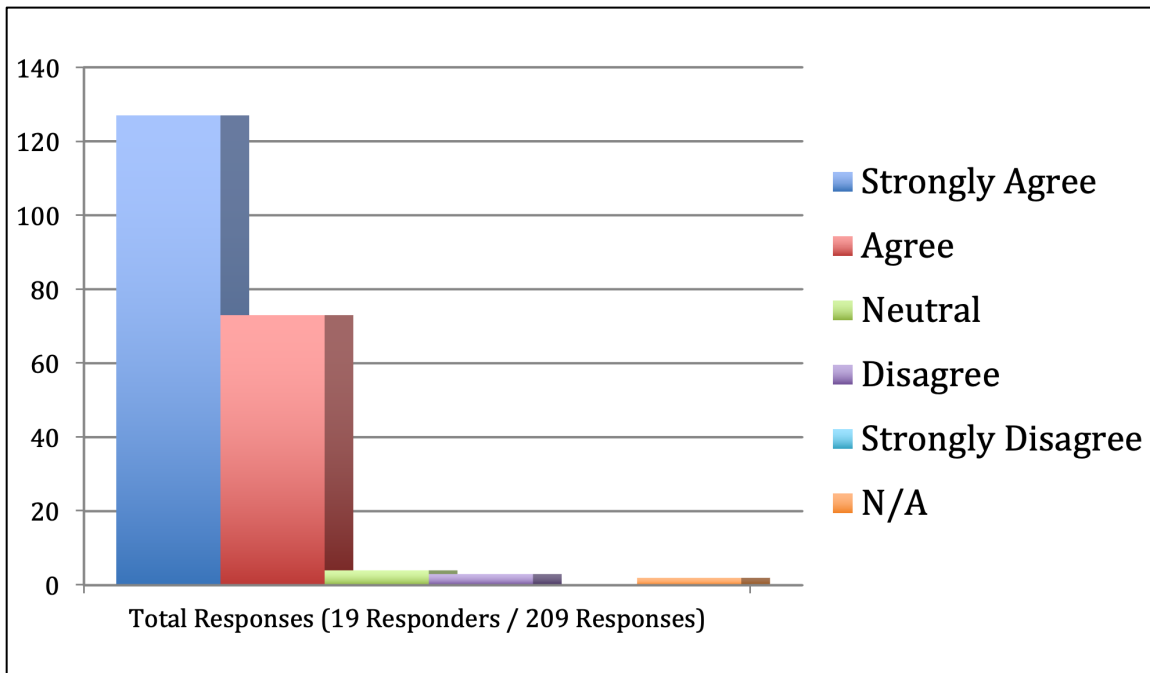
Agree = 73

Neutral = 4

Disagree = 3

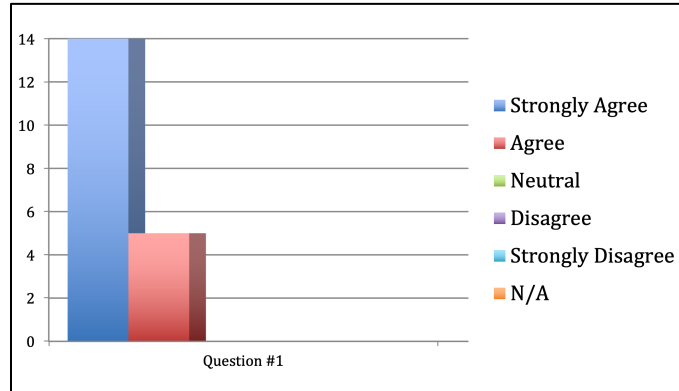
Strongly Disagree = 0

N/A = 2



Question #1: Demonstrates integrity – 4.7

Strongly Agree = 14
Agree = 5
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

Tracy is an experienced member of the Committee and its Leadership Team. He has a great deal of international experience, and he is able to navigate the nuances of different personality types and viewpoints. He is impartial with no hidden agendas – there is no rush and there are no favorites. Most of the time, he worked diligently and without biases – unlike other members of the NomCom leadership team.

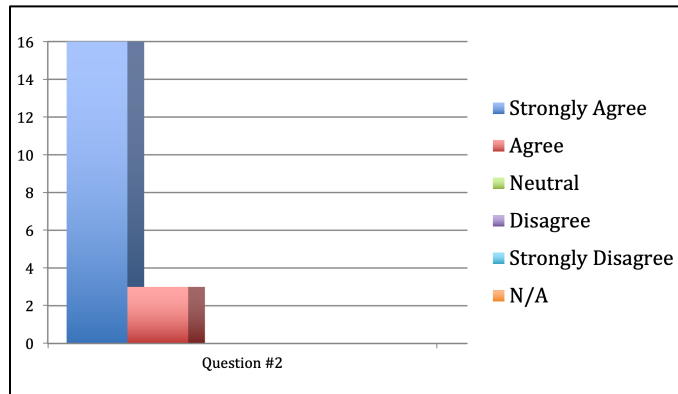
Tracy was consistently impartial and straight-forward in the handling of his duties. He has been very sincere in his approaches and interventions. He carefully led the group's interviews and discussions in an entirely non-judgmental, neutral manner. Tracy provided useful comments when discussions called for them. Among the three leaders, Tracy is the one most focused on what he is doing, and he is also the most focused on subjects about which he talks and writes. During the discussions, he led the Committee in a fair, transparent, neutral and helpful manner.

Summary of Responses Indicating Need for Improvement

There were no comments.

Question #2: Participates in an open and honest manner – 4.8

Strongly Agree = 16
Agree = 3
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

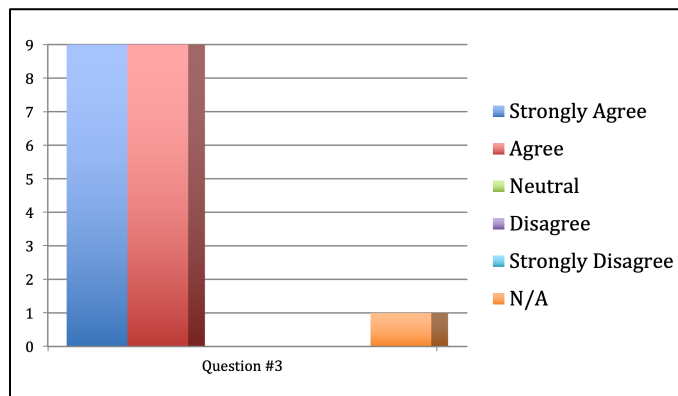
Tracy has been the most forthright of the three leaders. He actively participated in discussions and made valid suggestions. He has an open personality – always open to help, patient with colleagues, accepting points from everyone, and honestly commenting on relevant points. Sometimes openness can be misinterpreted, but Tracy kept his openness within the boundaries of courtesy and friendship. It has been a pleasure to work with him. He supported procedures appropriately, and his views on selection issues were minimal.

Summary of Responses Indicating Need for Improvement

There were no comments.

Question #3: Demonstrates good judgment – 4.5

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



Summary of Positive Comments

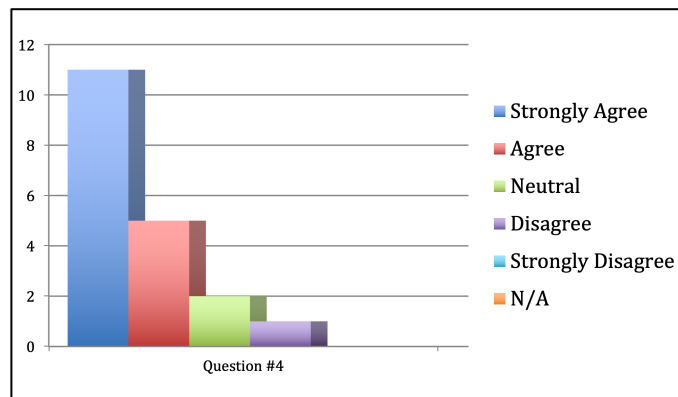
Tracy helped to navigate discussions away from irrelevant or prohibited elements and was sometimes very diplomatic in his handling of this navigation. Most of his discussions provided a good understanding and analysis of a situation. Tracy didn't impose his personal views, and he was respectful. Generally, he is strong on process and balance. He provided in-depth views during discussions. Tracy is very articulate on views and guidance. He always explains his points of view.

Summary of Responses Indicating Need for Improvement

Sometimes, he looked like he was not sure about his thinking.

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

Strongly Agree = 11
Agree = 5
Neutral = 2
Disagree = 1
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

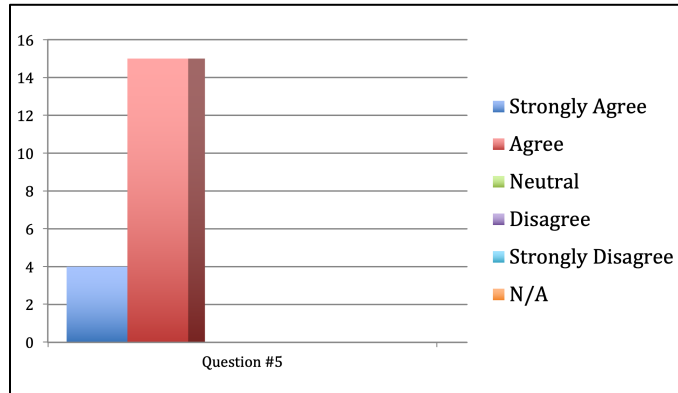
While learning the technical aspects of the NomCom, Tracy helped Ole to keep the discussions on-track – and he did so diplomatically. He has been very neutral in the process. He never influenced, in any manner – which was appreciated. Tracy was very balanced, never pushing in any specific direction. He never faltered from being fair. His role was not to use influence, but to be neutral and assist with the best possible selection of candidates.

Summary of Responses Indicating Need for Improvement

He could have used better time management during discussions. Some members repeated themselves or went off on tangents. It's the responsibility of the Chair, or Acting Chair, to keep the group on-track. On occasion, Tracy would push what the Board wants, and not listen to the NomCom members.

Question #5: Is an effective leader – 4.2

Strongly Agree = 4
Agree = 15
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

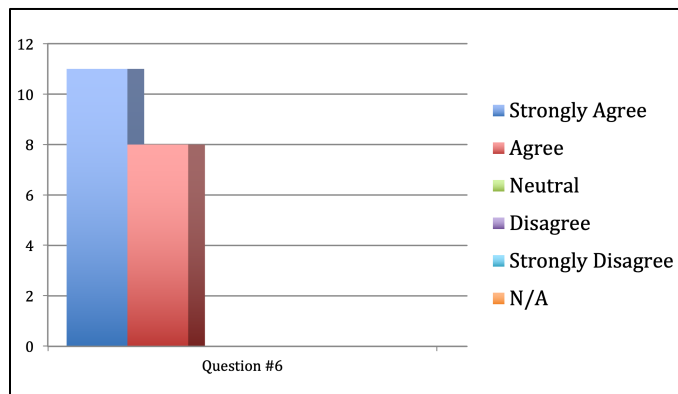
Tracy showed a good style of leadership. He is very friendly, and he's a team player. Although perhaps not entirely comfortable in his role in the beginning (he was cautious and contained), he became a good session leader in the final assessment round. He will be ready for next year. Tracy is quite adequate for a NomCom leadership position – he knows the process, respects the rules, is open and honest, respects all colleagues and he seeks consensus when possible. He participates and contributes to the process.

Summary of Responses Indicating Need for Improvement

Tracy had some understandable time constraints this year.

Question #6: Is a good listener – 4.6

Strongly Agree = 11
Agree = 8
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

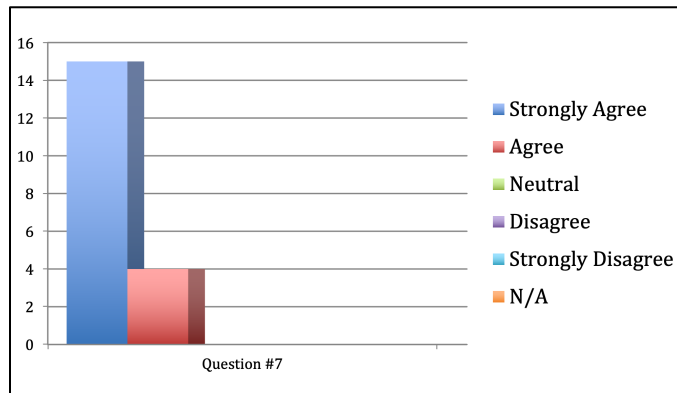
Tracy is a good listener. He listened respectfully, except when his insights were sought, or he had some facts to share. Tracy and the entire leadership team were remarkable in staying with/ahead of NomCom conversations and considerations. He was able to provide firm leadership when needed, to keep the group on course. He doesn't have a "show personality". He pays attention to each person speaking. Tracy is calm when talking with others, waiting his turn to speak, never interrupting, respecting others' opinions – and after listening, he explains his points. He listens and responds appropriately to questions and comments.

Summary of Responses Indicating Need for Improvement

He had a limited capacity in a three-person leadership group.

Question #7: Treats others with respect – 4.8

Strongly Agree = 15
Agree = 4
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

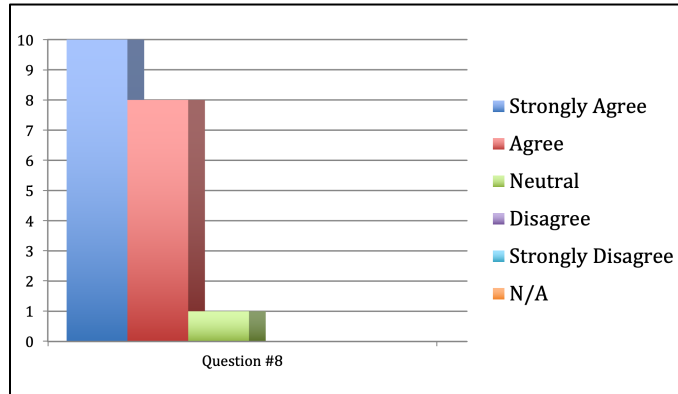
Tracy never faltered in his respect for others. He is a very polite person who is accustomed to representing his government in worldwide events, so he has diplomatic skills. He respects the opinions of others and always responds appropriately. He has been careful to ensure everyone has a voice. He is quite jovial and he made measured interventions when in murky waters. There were no instances of disrespect toward others.

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 – 4.5

Strongly Agree = 10
 Agree = 8
 Neutral = 1
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments

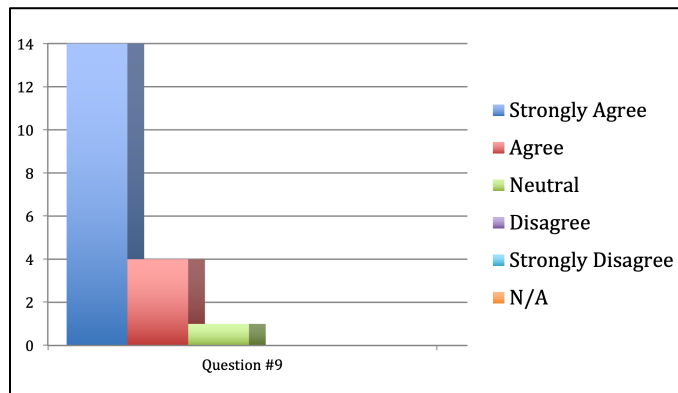
Timelines were kept. Tracy handles sessions nicely. He effectively used examples/anecdotes from his past NomCom experiences to answer current member questions, or to address specific concerns. He would always ask the group if we all agreed with a position. He set-up time-breaks and he respected time, given these difficult schedules. During the final seven full days, he conducted the schedule smoothly and without pressure – thus allowing the work to be concluded on-time. Tracy manages timelines effectively – regarding his Agenda guidance cases, during which the group was ahead of closing time.

Summary of Responses Indicating Need for Improvement

There were no comments.

Question #9: Demonstrates impartiality and neutrality – 4.7

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



Summary of Positive Comments

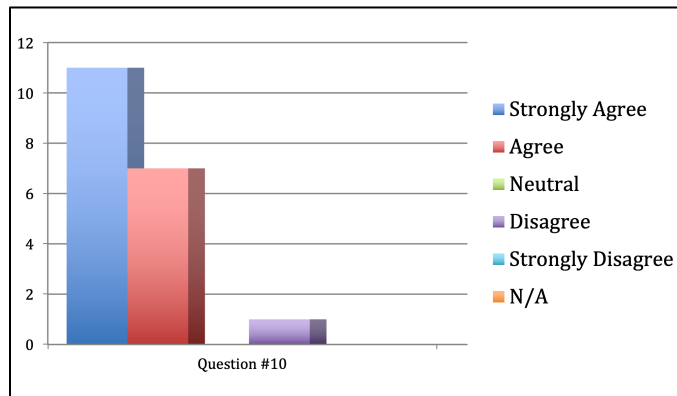
Tracy is a diplomat, and he showed diplomatic skills. He has a genuine and honest approach to situations. He handled himself and his direction of the NomCom with impartiality. He is totally impartial and neutral about candidates – and there were no comments or jokes that broke the aura of neutrality and impartiality.

Summary of Responses Indicating Need for Improvement

There were no comments.

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 = 11
Agree = 7
Neutral = 0
Disagree = 1
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

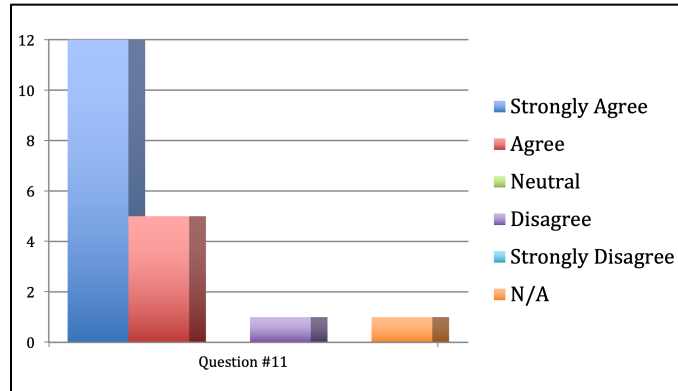
Based on Tracy's contributions to the NomCom and during the selection process, this statement appears to be true. He has a very good understanding of the ICANN community. He has good knowledge of the importance and role of the NomCom, and this contributes to values. Tracy knows ICANN well, having worked with ALAC, GAC and other constituencies, as well as the Board. He clearly understands each constituency's roles and responsibilities.

Summary of Responses Indicating Need for Improvement

It's difficult to judge his contributions to planning, in comparison to the other two leadership members.

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 = 12
Agree = 5
Neutral = 0
Disagree = 1
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments

He has a strong passion and a deep knowledge of these criteria/issues – which has assisted him greatly. It is quite clear that he has the correct answers to questions about specifics relating to seats the group is working to fill.

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...

Tracy has much potential to lead, and he ensures equal participation by all. He is very much consensus oriented, approachable and inclusive. A good leader of others – he understands the different dynamics of different cultures. He sticks to the rules and by-laws. He is a gentleman, who is warm and friendly.

Tracy stresses his points well and he understands governance. He is consensus-driven (not a “top-down” leader), impartial and organized. He is a “visionary”, in that he sees where the internet, ICANN, the Board and the NomCom are going in the future. Tracy has high energy, a dynamic personality and he has lots of insights.

He moves things along in discussions and he remembers the “rules” about what to do and how to do it. He has great diplomatic skills. Tracy is not “pushy” or aggressive in his leadership style, but he does keep things on-track and on-schedule.

Tracy is a “fun” person, very engaging, very experienced, a good facilitator – and he is considerate of time zones. He gives others time to “say their piece”. He has a clear view of what the NomCom should do and where it should go. He knows what “success” means in choosing candidates. He has a structured and organized mind. His good jokes and humorous comments relieve the “stickiness” of some discussions. He is a gentle leader, who is very inclusive and who ensures everyone is heard and contributes to discussions – he ensures all questions are answered.

Tracy often sees the “other side” of issues. He is very approachable, and he does not strongly intervene in discussions. Tracy has strong opinions on diversity. He’s great at story telling. He has a very communicative, casual leadership style (by no means “autocratic”). He runs seamless virtual meetings that are on-time and well-organized. He is a logical thinker, who accepts when he’s wrong.

Areas for Improvement/Development...

On occasion, Tracy shows a gender bias.

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

Positive Comments...

Tracy is quite straight-forward, and he has an organized and logical mind. He consults staff frequently and organizes projects well. He is quite charismatic, and he relates to people well. Tracy is a good facilitator, who sets expectations and goals. He always is prepared to keep things moving forward, in order to meet goals. Tracy is very non-partisan.

His agendas are always well thought-out and organized, and he delegates well to staff. Tracy gets the job done, but at the same time, his focus is to achieve consensus. He follows a routine and knows when he’s reached an end-point in discussions. During discussions, he manages a queue of people – that is, he has members raise their hands, in order to be called-on for comments.

Areas for Improvement/Development...

On occasion, he shows a lack of interpersonal skills.

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

Positive Comments...

Tracy seeks guidance from Jay, Ole and staff. He is a good presenter, and he links facts with analysis. He is quite detail oriented and he manages meetings well. He created a matrix for evaluating applicants. Tracy sticks to processes, and he has a great deal of patience.

His high energy moves things along nicely and on-schedule. He is quite organized, he manages by time-lines and he is an easy person with whom to work. He encourages others to indicate their views. Tracy keeps discussions on-track and on-time. He is quite competent technically, he’s a great contributor to the Leadership Team, and he will make an excellent Chair. He knows what must be done and he’s objective in making his points (he uses simple words, so the non-English speakers can easily understand him). He delegates well to staff, and he appropriately relies on them. Tracy is not biased in his views of candidates.

Areas for Improvement/Development...

Sometimes, Tracy does not show-up for scheduled meetings.

ICANN Nominating Committee Leadership Evaluations – 2021 Tracy Hackshaw (Chair-Elect)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
50.3	4.7	4.8	4.5	4.4	4.2	4.6	4.8	4.5	4.7	4.5	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.