



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR DAMON ASHCRAFT

SUMMARY OF COMMENTS

Evaluation Conducted in June & July, 2022

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR DAMON ASHCRAFT (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 months of June & July, 2022.

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; 17 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 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/she manages people and projects),
 - b. *Leadership Style* (“how” he/she implements meetings and projects he has planned),
 - c. *Operating Style* (“how” he/she 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: **52 out of 55**

Total Average = **4.7 out of 5**

Strongly Agree = 137

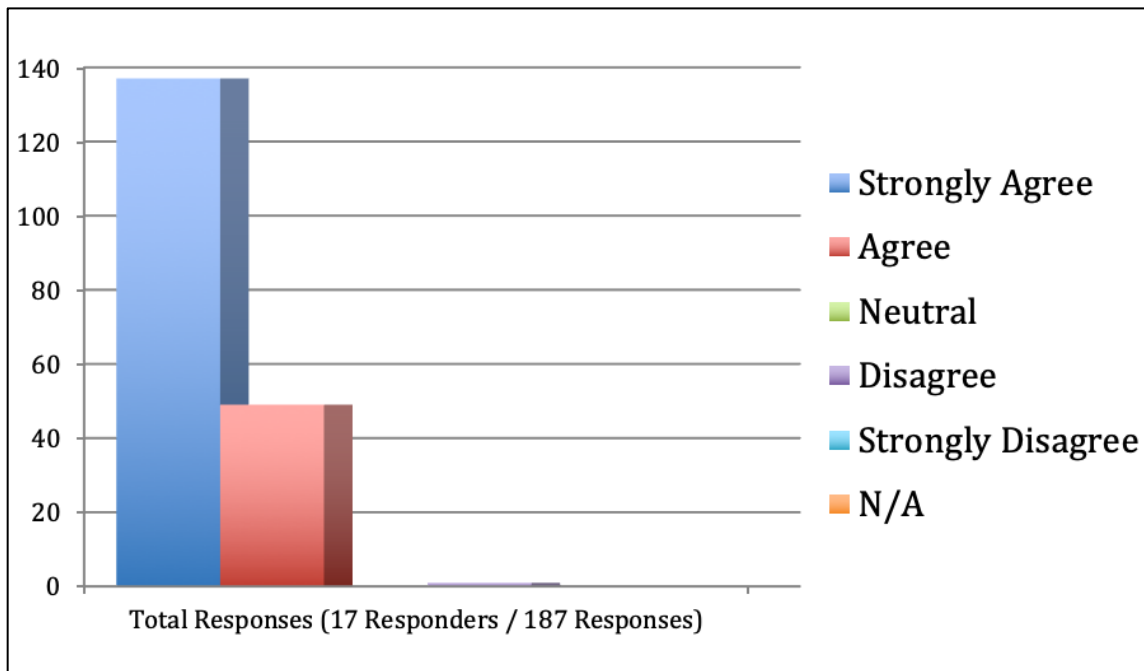
Agree = 49

Neutral = 0

Disagree = 1

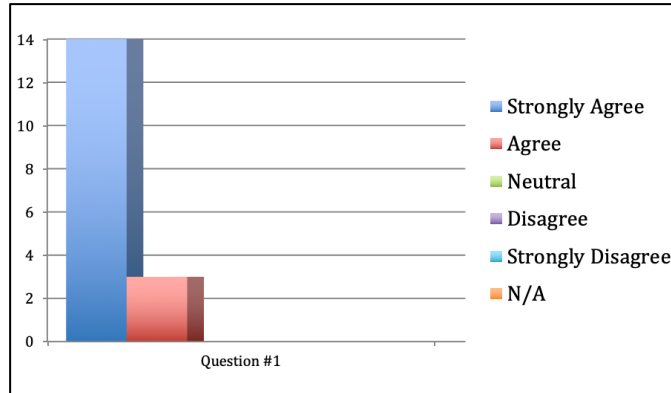
Strongly Disagree = 0

N/A = 0



Question #1: Demonstrates integrity – 4.8

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



Summary of Positive Comments:

Damon was fair and didn't show any bias in his behavior. He always led/guided objectively, with no trace of self-benefits. He often facilitated agenda points and brought forward thoughts from a legal perspective. He has good morale principles, which are reflected in his submissions and interventions.

When faced with a senior official asking about results at the NomCom, Damon handled this delicate situation well. He is well-experienced with the NomCom, its procedures and expectations. He was diligent in not crossing the line between providing guidance/perspective (as a Member of the Leadership team), versus trying to influence NomCom delegate deliberations and/or selections.

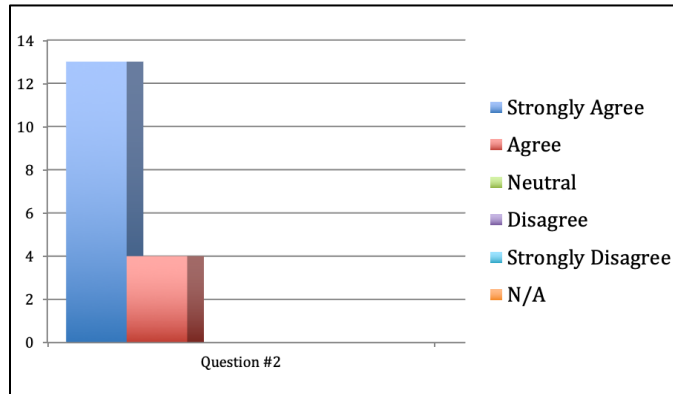
Damon is devoted to the successful, conscientious completion of the NomCom's work, and he ensures that both the NomCom and Leadership comply with the rules and guidelines behind the process. Damon is himself a man of principles and is an excellent example to all Members of how to behave with integrity. He shows integrity in all actions – he's a person who inspires confidence.

Summary of Responses Indicating Need for Improvement:

There were no comments.

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

Strongly Agree = 13
Agree = 4
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Damon often positively intervenes, to bring the conversation back on-track. He always supports the expression of views by all, and his interventions are clear and explanatory. He is active, always assisting the Chair.

He comes to meetings well-prepared, with a bylaws and legal perspective – to explain and align points – no matter if the points are related to the process or to the candidates. He was very open to discussions and the views of delegates. He was very clear and able to relate well with each delegate.

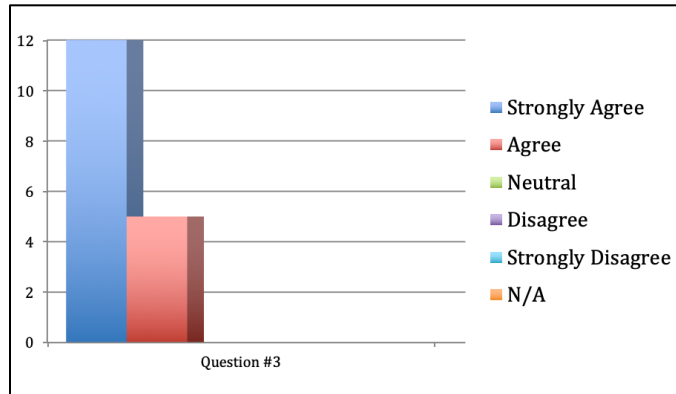
He was very open with his experience, and when he was unsure about a subject, he made sure he pointed-out this fact. Damon provided useful comments and guidance during the NomCom process, and he was open and honest in his comments and insights. He was extremely useful in providing occasional comments on the process and candidates.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #3: Demonstrates good judgment – 4.7

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



Summary of Positive Comments:

Damon often would make a “call” (judgment), although he would refer to ICANN Legal for clarification and coordination. While having good judgment, he would work to get a majority opinion. He showed good judgment in his comments, as well as when deciding not to intervene. He explained the points that generated doubts, and he analyzed different views – always assisting the Chair and the team to reach agreement.

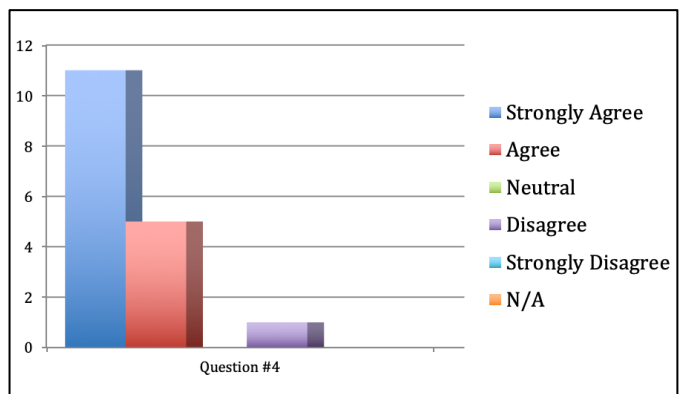
He has good ethics and principles, which allow him to embrace diverse views – and his ways of thinking about issues provide clarity in discussions. His experience and judgment have been obvious, since his opinions/comments were supported by sound and logical reasoning. His experience, and his willingness to share it, served this year’s NomCom very well.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #4: Effectively uses influence in an appropriate manner – 4.5

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



Summary of Positive Comments:

His influence as Chair-Elect, was used in an appropriate manner. He did not try to influence any decisions. And influence/guidance was provided with proper logic and no abruptness. Damon would re-word some of the questions posed to candidates, so they were not “leading” or could be considered influencing.

He was careful to avoid any comments that could be construed as favoring, or criticizing, any candidates. Damon was able to intervene with useful comments when an issue arose, or an approach was initiated, that could violate, or would operate outside of, NomCom principles, processes or rules.

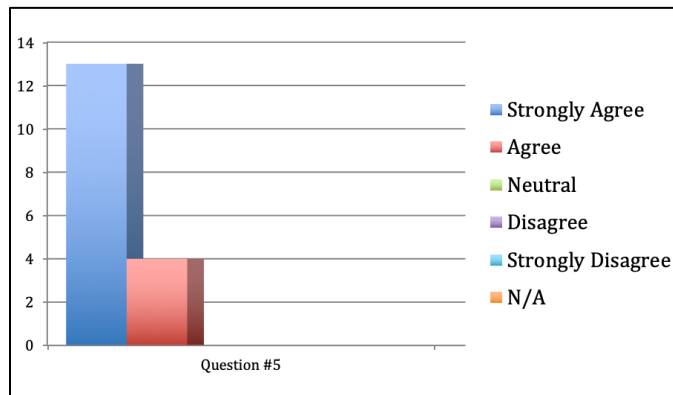
It was useful having his experience on the Leadership team, since he provided context, while the Chair was facilitating the meeting. Sometimes, due to his leadership style, he would “push” his point more than expected on specific issues related to the process – but this NEVER occurred regarding candidates.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #5: Is an effective leader – 4.8

Strongly Agree = 13
Agree = 4
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Damon made a consistent effort to not cross the line between his Leadership role and trying to directly influence the NomCom delegates in their deliberations. He is an easy person with whom to talk, and he can solve problems and devise solutions. He creates a feeling of “trust” by appreciating even the smallest contribution.

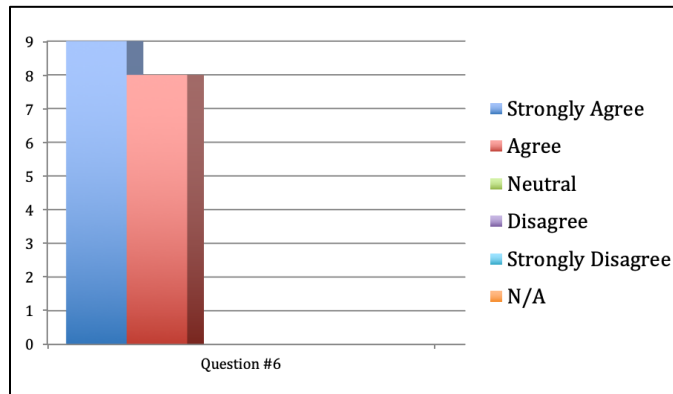
This characteristic was reflected in the way the delegates worked together (without any conflict or aggression) as they attempted to deliver on-time. His experience and controlled commentary enabled him to be an excellent leader. He understands the respect NomCom members have for him, and he uses this carefully to provide leadership. He was approachable and offered to speak with any NomCom members who had a concern or question regarding the process, etc.

Summary of Responses Indicating Need for Improvement:

Damon’s personality might be viewed by some as a bit “overbearing”.

Question #6: Is a good listener – 4.5

Strongly Agree = 9
 Agree = 8
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments:

Damon is highly skilled in “active listening” and provided thoughtful and relevant comments. He pays attention and listens to every delegate. One can go to him with problems, issues and/or challenges, and he will find a solution.

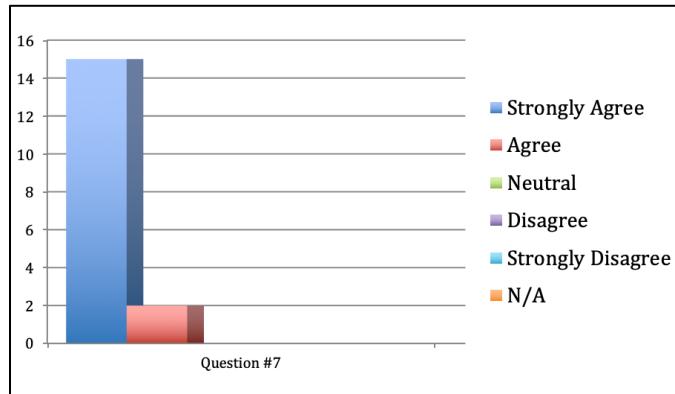
He is a good listener – without a set of objectives – and does not hesitate to steer conversations in a direction to achieve results. Damon was very good at providing comments or advising the Chair on possible issues and actions that could be taken.

Summary of Responses Indicating Need for Improvement:

He has been less of a good listener than the Chair and the Associate Chair, but nonetheless, he can be considered a good listener.

Question #7: Treats others with respect – 4.9

Strongly Agree = 15
Agree = 2
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Damon often chose his words very carefully – to make others certain they were respected. Damon never disrespected, or disregarded, any opinion. He ensured that anyone who wanted to share their perspectives on a candidate, had adequate time to do so.

He has been respectful of everyone involved in the NomCom – even if he disagreed with a position or behavior. His respectfulness helped the Chair defuse any potential “hot” issues or discussions. Damon is a very respectful person, who can freely joke with others via his friendly personality – and then use his sense of humor to deal with issues.

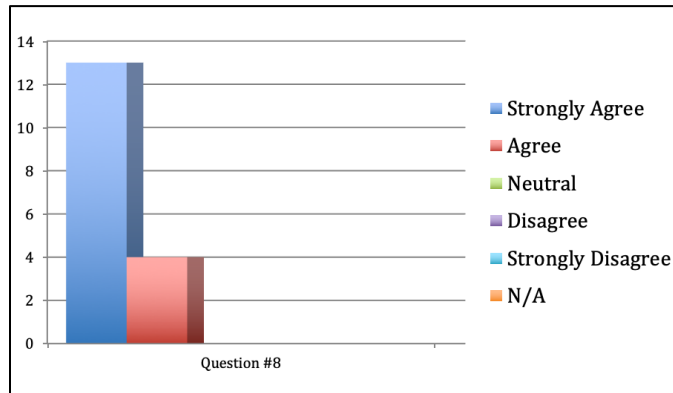
He appeared to be at ease while interacting with all, and he always showed care and appreciation. He is very good at handling NomCom delegates, who come from very diverse backgrounds and regions.

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 – 4.8

Strongly Agree = 13
Agree = 4
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Damon ensured that the NomCom deliberated and reached conclusions within the time allocated. He was very organized and conscious of time. This was quite evident in a very well-performed mock interview. Damon was very focused on achieving the desired outcomes, and he intervened at the right time – to be well within timelines.

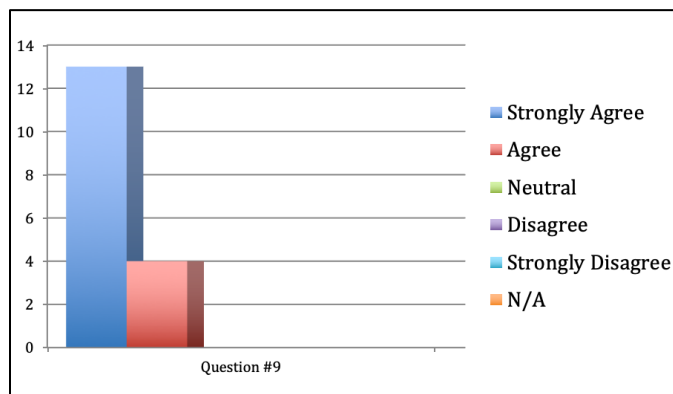
He always was focused on ensuring the NomCom delivered, based on its mandate and timelines. Damon provided useful advice and support for adjusting schedules and processes, so the NomCom could meet all its timelines and goals. He is the guy who meets the schedules, timelines and goals.

Summary of Responses Indicating Need for Improvement:

On one of two occasions, Damon may have become distracted, causing certain sub-committee tasks to be a bit rushed.

Question #9: Demonstrates impartiality and neutrality – 4.8

Strongly Agree = 13
Agree = 4
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Damon led with a focus on NomCom processes, guidelines and bylaws. There was no evidence of any partiality. He made fairness the focus and mantra of the Committee. He was impartial and neutral – never influencing any view or supporting any applicant. He never touched any point, even lightly, that could be interpreted as partial.

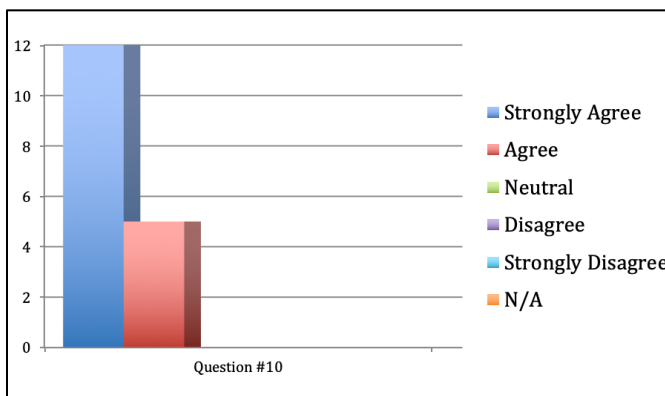
He was able to keep his personal preferences to himself, and he ensured that the group would focus on the NomCom delegates' opinions and statements. He made certain the process was effective and was not favoring any specific applicant.

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 – 4.7

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



Summary of Positive Comments:

Damon is very experienced with the NomCom and he willingly displayed his knowledge. He understands the importance of the contribution of NomCom appointees to the ICANN Board and SO/ACs. When there was a need, he would adhere to the NomCom guidelines. His knowledge of the process has been invaluable. His focus has always been on the values the appointees bring to ICANN leadership.

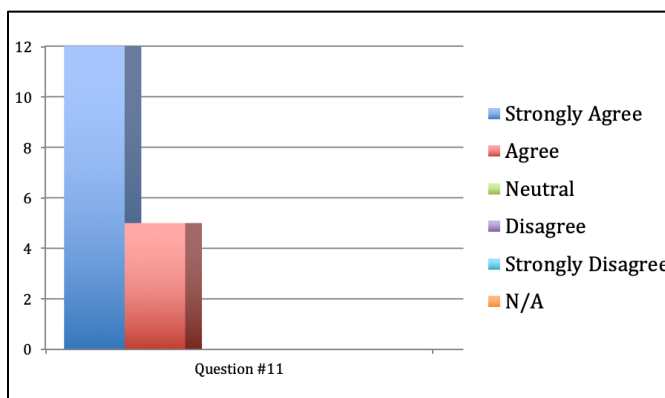
He was very helpful in providing insight into the needs of the positions, so that NomCom could consider how different applicants might meet those needs. Damon has been able to indicate the best values needed by the Board. He listens to others who have information and experience.

Summary of Responses Indicating Need for Improvement:

While leadership did a good job at understanding the values, there needs to be more effort to ensure delegates have the same understanding.

Question #11: Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO – 4.7

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



Summary of Positive Comments:

Damon’s interventions showed clear understanding of needed criteria. He has the experience of being on NomCom for many years, and his legal acumen appeared to assist him. He has led several subcommittees, so his experience and knowledge are impeccable.

He has an in-depth understanding of the needed criteria, which was demonstrated when delegates required further clarification. He helped to clearly delineate the different needs of the various positions. He always came to meetings well-prepared. He was the person who most likely could resolve doubts – thus he added value to the understanding of these issues for the entire group.

Summary of Responses Indicating Need for Improvement:

Damon appears to be more of a ‘big picture’ person, so he is not much into detailed criteria for these groups.

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

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

Positive Comments...

- Damon is a kind and gentle person – he wants everyone to be comfortable.
- He understands his role on the NomCom and is very experienced.
- He is very pleasant – always smiling (he’s never in a bad mood).
- Damon has a sense of the future for the internet, ICANN and the NomCom.
- He is an intellectual property lawyer, so he has a sense of what is needed in a candidate for the Board.
- He will make an excellent Chair of the NomCom.
- Damon facilitates meetings well – he’s well-structured regarding agendas.
- He is friendly and he accommodates people with different issues.
- He is very comfortable in a leadership position.
- Damon has an outgoing personality, and he’s very pleasant.
- He provides much “perspective”, due to his experience.
- He has an ability to control a meeting schedule – to not let it go beyond the scheduled topics – and thus to keep it “on-track”.
- Damon would make a good Chair, if elected.
- He is a “visionary”, in terms of improving processes.
- He has a very pleasant personality.
- Damon is a very effective leader.
- Excellent time-management skills.
- Accommodating to everyone.
- Punctual, in terms of time.
- Realizes the future needs of the NomCom.

- A very fair man.
- Damon has an excellent relationship with the Chair.
- He is very personable, friendly and caring – and he is very polite.
- He is very attentive to others' needs.
- Damon follows “the process”.
- His leadership style is complementary to Michael Graham's.
- He is a good leader – he knows how to organize and drive meetings.
- A good leader, listener and influencer.
- Damon explains things well for others.
- He understands the required competencies for Board membership.

Areas for Improvement/Development...

- There were no comments.

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

Positive Comments...

- He's flexible and a good lawyer.
- Damon has an open and transparent style.
- He's a great “futurist”, due to his considerable experience.
- He is Neutral.
- He performed well with the NomCom Interview Sub Committee.
- Damon is very much a “big picture” person, he's not a “detail” person.
- He is very strategic in his views – he doesn't drill-down to the nitty-gritty.
- Handles conflicts between people well.
- He adheres to ICANN's bylaws.
- Damon is friendly, he stays on-time and he's unbiased.

Areas for Improvement/Development...

- There were no comments.

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

Positive Comments...

- Damon contributes ideas about how to do things in better ways.
- He had a perfect attendance record.
- He's very smart/intelligent.
- Damon is very organized – and he knows the procedures.
- He has been involved with ICANN for many years, so he has much knowledge and experience regarding process.
- He has a large personal network of people, which adds dimension to his thinking and comments.
- Damon is very organized, and he follows procedures and processes.
- He has great knowledge about ICANN and how it operates.
- He is a great facilitator of meetings, and he shows no bias.

- He is very “purposeful” in his comments.
- Damon stays on-time and on-schedule.
- He’s very organized (perhaps sometimes “over-organized”).

Areas for Improvement/Development...

- There were no comments.

ICANN Nominating Committee Leadership Evaluations – 2022 Damon Ashcraft (Chair-Elect)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
52.0	4.8	4.8	4.7	4.5	4.8	4.5	4.9	4.8	4.8	4.7	4.7

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.