ICANN

ICANN NOMCOM LEADERSHIP EVALUATION FOR MICHAEL R GRAHAM

SUMMARY OF COMMENTS

Evaluation Conducted in June & July, 2022

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR MICHAEL R GRAHAM (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 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 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.

<u>The Written Evaluation</u>

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. *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).

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

RESULTS FROM THE WRITTEN EVALUATION

All questions Summary ratings: **50.5 out of 55**
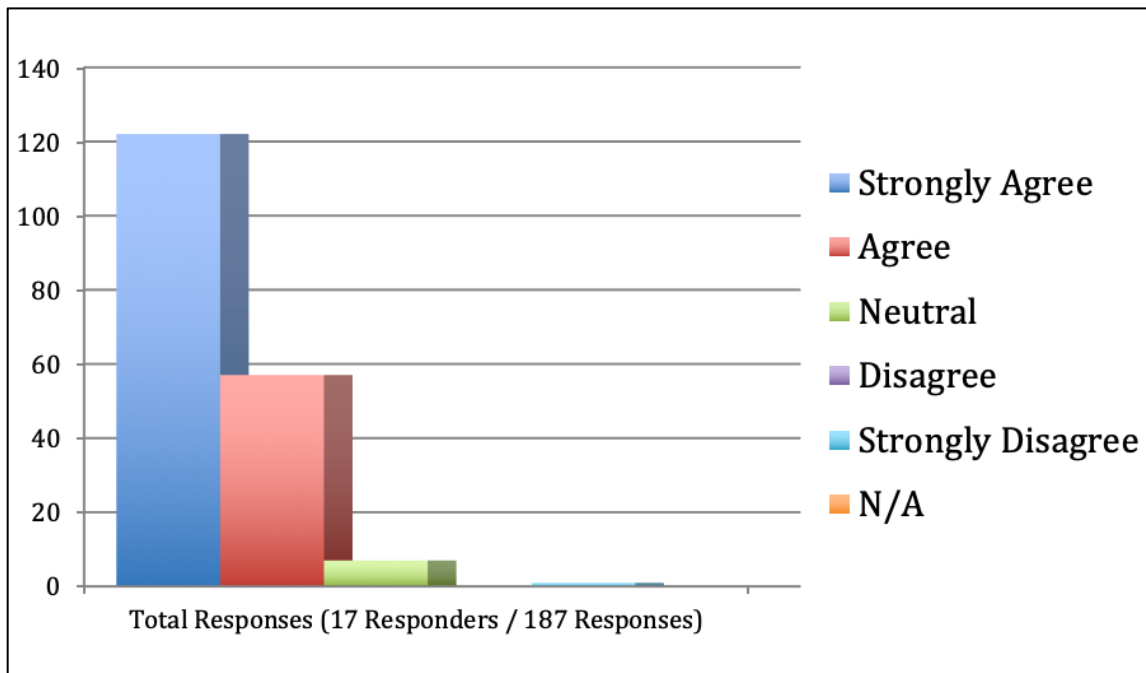
Total Average = **4.6 out of 5**

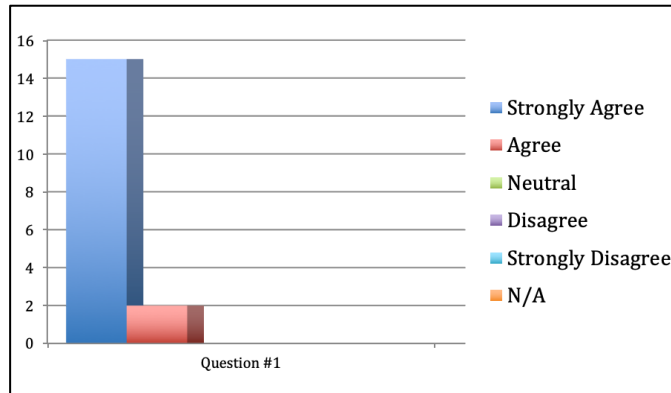|	
Strongly Agree = 122	Disagree = 0
Agree = 57	Strongly Disagree = 1
Neutral = 7	N/A = 0

Question #1: Demonstrates integrity – 4.9

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

Summary of Positive Comments:

> Michael was very conscientious in his service as the NomCom Chair. He always considers others' opinions, and he listens carefully. He has been an outstanding Chair. He is ethical, honest and he did a great job.
>
> Michael demonstrated the ability to identify areas in which potential conflicts could arise, so they could be addressed, or passed to those responsible for further analysis. Michael is focused on respect and honoring delegates' opinions. He uses his position to give clarity on what is expected, as well as maintaining on-time delivery.
>
> He has been a excellent, neutral Chair – and he seemed always to maintain his impartiality and confidentiality obligations. At all stages of the on-line meetings and during face-to-face interactions at the Hague, he exhibited honesty, and he did not influence decisions. Michael is a long-respected member of ICANN, who has demonstrated integrity with all of his past interactions, and now as Chair.

Summary of Responses Indicating Need for Improvement:

> There were no comments.

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

Strongly Agree = 14
Agree = 3
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
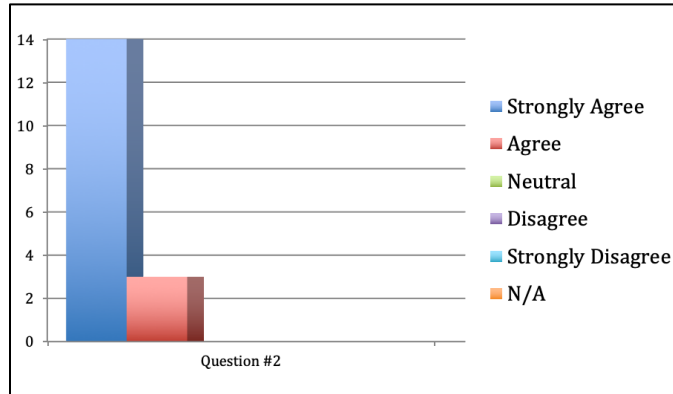
Summary of Positive Comments:
Michael allowed time for Members to raise points. He encouraged the Members to give views, as well as opinions, when relevant. He made the NomCom Chair very open – he related in a very open manner with all delegates. Not only was Michael "open", he encouraged others to be so as well.

Michael always afforded delegates the opportunity to speak. He has a wonderful personality, which is open-minded - even when he is wrong in some aspect of the process. He is very collegial, and always focuses on his function as Chair, performing it with honesty (regarding principles and opinions).

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

Question #3: Demonstrates good judgment – 4.4

Strongly Agree = 8
Agree = 8
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
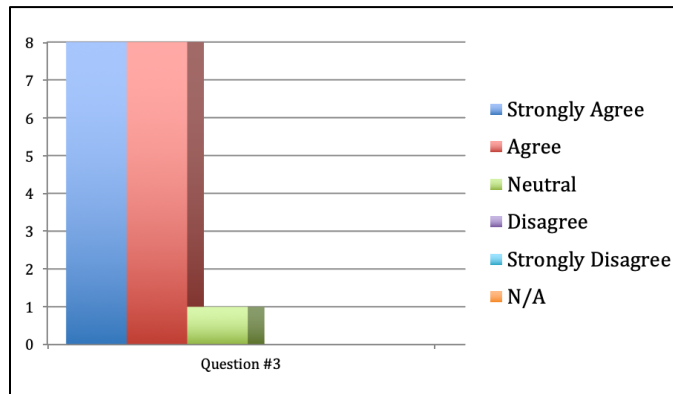
<u>Summary of Positive Comments</u>:

Michael listens, and he communicates clearly. He removes any ambiguity in his comments. He has great judgment, and he managed the Committee like a seasoned pro, even though he had little experience. He was very non-judgmental.

He was a thoughtful Chair, and he would huddle with the Leadership Team if/when in doubt about a particular course of action. He continually encouraged others to participate and speak openly about any concerns. As a lawyer, he seeks balance in each situation. He accepts other views and offers clear solutions – using good judgement in all cases.

<u>Summary of Responses Indicating Need for Improvement</u>:

There was an incident in which Michael, along with the NomCom Leadership Team, decided to forward to the NomCom delegates, certain email communications between a candidate and the support staff. As a result, certain NomCom delegates made some comments regarding the character of the candidate, which might have been detrimental to this candidate. It is unclear whether consent was sought from the candidate.

Question #4: Effectively uses influence in an appropriate manner – 4.2

Strongly Agree = 8
Agree = 7
Neutral = 1
Disagree = 0
Strongly Disagree = 1
N/A = 0
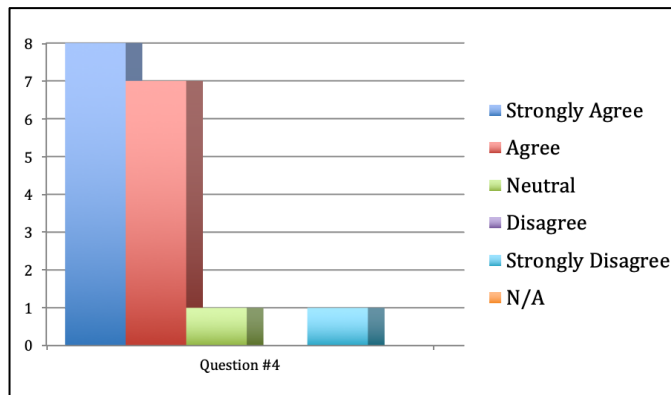
<u>Summary of Positive Comments</u>:

Michael was completely unbiased. Michael always tries to reach consensus – his inherently collaborative nature served the NomCom well. Although Michael's opinion often was obvious, he remained open to discussion and he accepted input from others.

He positively influenced the discussions in a way that helped delegates arrive at consensus. Michael shied away from using his influence – when there was a need, he consulted with other Leadership Team Members, and any influence was therefore either diluted, or appeared to come from the Leadership Team.

He has tried hard to maintain neutrality. He correctly uses his position in all cases – the NomCom has complex points and issues to define during the process – he listed all options and defined the best path forward, considering the bylaws. Michael often consulted his Chair-to-be and his Associate Chair prior to a final decision.
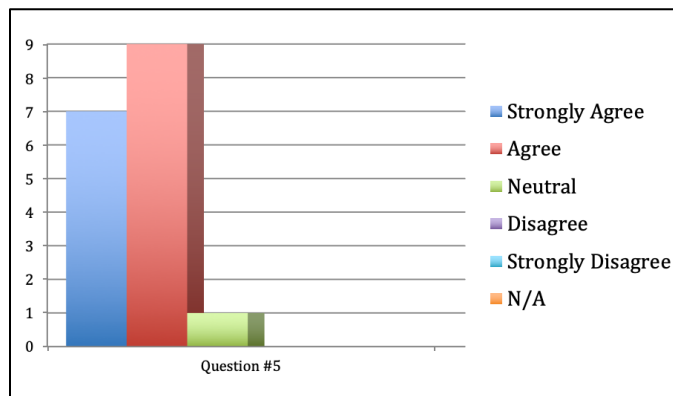
Michael never tried to influence delegates' decisions.

Summary of Responses Indicating Need for Improvement:
Michael could have been more firm in reminding delegates of the importance of finding candidates who met the competency needs of the ICANN Board.

Question #5: Is an effective leader – 4.4

Strongly Agree = 7
Agree = 9
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0

Summary of Positive Comments:
Michael shined as a leader. He was able to keep discussions flowing, and he encouraged the group to "stay on-task". Overwhelmingly, he was an effective Chair. He showed leadership by always being alert and reachable – he interacted with all Members with ease.

Leadership is natural for Michael – he chaired meetings superbly, with good time-management skills. He is the kind of leader who brings cordiality and collegiality to a group, with patience to explain and listen to all. There has been no unduly pressure to finish, but to make the process as smooth as possible, while accomplishing the established goals. He's a good leader.

:

Early-on as Chair, in some instances, he showed some unfamiliarity with processes.

Question #6: Is a good listener – 4.6

Strongly Agree = 12
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
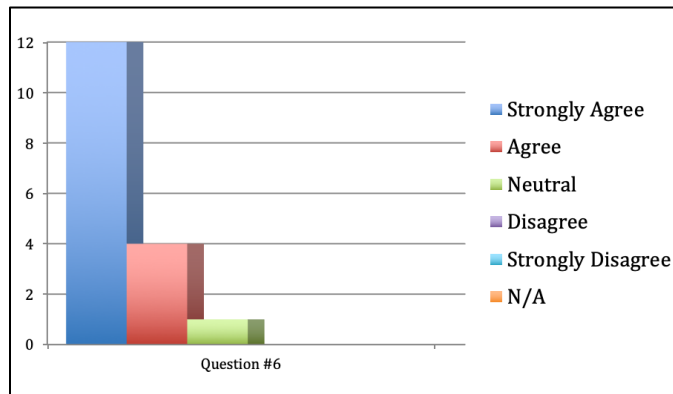
Summary of Positive Comments:

Michael demonstrated patience, and he gave others the opportunity to speak. His oral/verbal feedback indicated that he was attentive to those speaking, and he appeared to understand the content of messages. Michael was a very good listener, since he recognized that he was not as experienced as some past NomCom leaders, and therefore made a larger effort to pay attention to verbal and non-verbal queues from the delegates.

He encouraged discussion, and often paused for additional input. He listened to each delegate's contributions and concerns. He would repeat, or re-phrase, if necessary, to make certain he and other delegates understood what was being said. Michael is an excellent leader – never interrupting anyone. He kindly stayed within time limits – to allow everyone to express their opinions.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #7: Treats others with respect – 4.8

Strongly Agree = 14
Agree = 3
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
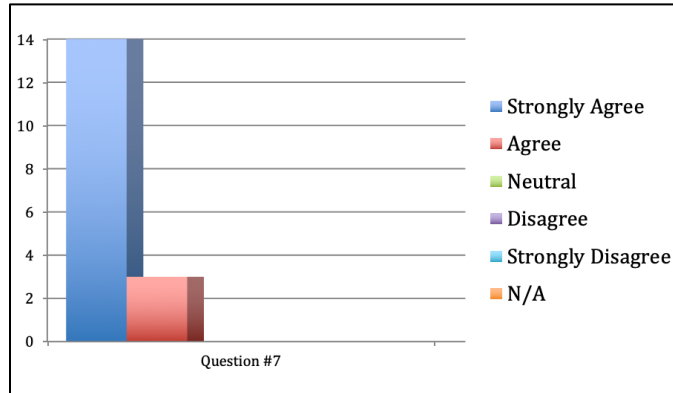
Summary of Positive Comments:
Michael treated everyone with the same respect, with which he expected to be treated himself. He was never overbearing, and always showed respectful behavior. He is a very friendly and respectful person, who allows everyone to feel comfortable and to approach him for any reason during the process.

Even with disruptive individuals, he always shows respect and consideration. He treated everyone with respect – even those who were not always respectful of others. He was always conscientious about treating everyone with respect.

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 – 4.7

Strongly Agree = 14
Agree = 1
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0
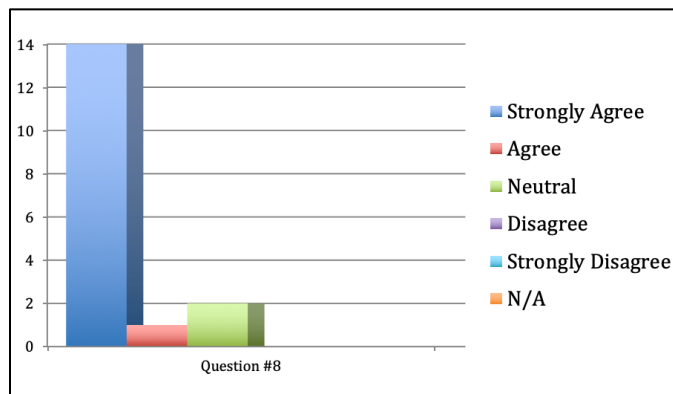
Under Michael's guidance, we met all of our timelines. Michael ensured a timeline was always clear, yet he allocated sufficient time to discuss any challenges that needed more attention and consideration.

Michael tried time and again to meet timelines, while maintaining balance and ensuring all issues are fully discussed – and proof is that all timelines were met for the NomCom of 2022. The NomCom completed all work in a calm and secure manner, almost 3 hours earlier than the deadline.

Summary of Responses Indicating Need for Improvement:

Sometimes, Michael could have been a bit stronger in keeping things "on-track", as there were Members rambling-on, and even one Member sometimes trying to Chair the Committee (of course, often it's better to accommodate, than to confront).

Question #9: Demonstrates impartiality and neutrality – 4.7

Strongly Agree = 12
Agree = 5
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
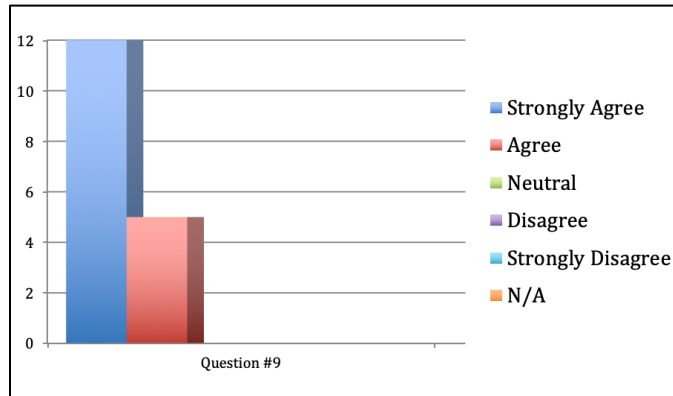
Summary of Positive Comments:

Michael remained impartial, while offering advice about resolving any conflicting issues/opinions. He was completely impartial. There was no bias for or against – he was neutral, and he made no comments favoring or disfavoring any candidate.

He showed no favoritism or partiality, and was neutral when discussing candidates, as well as during delegate evaluation. He was totally impartial, never departing from his "mission" as Chair.

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 – 4.6

Strongly Agree = 11
Agree = 5
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
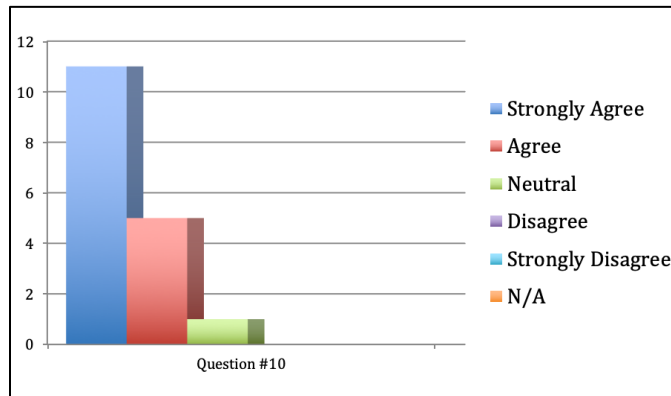
Summary of Positive Comments:
Michael considered his role very seriously, and ensured others were fully engaged. He appeared to be keenly aware of the values a candidate must have, as well as the expectations he/she would face.

Summary of Responses Indicating Need for Improvement:
Michael's understanding appeared to be varied for different functions (ie: for ccNSO and GNSO it was at higher levels than for the Board and ALAC). Michael could have intervened more often regarding the skillsets required, and the values of those roles (although this could have been viewed as bias – especially during the final selection process, where delegates are choosing one out of two candidates).

Question #11: Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO – 4.4

Strongly Agree = 7
Agree = 10
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
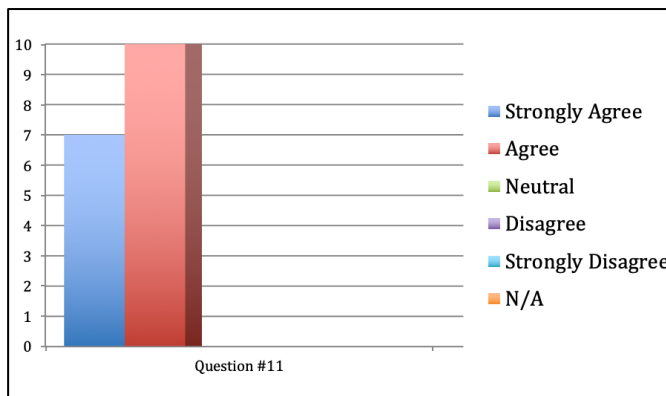
Summary of Positive Comments:

> In the few instances in which Michael was not familiar with some NomCom procedures, he would quickly turn to his Chair-Elect or Associate Chair for guidance. Michael ensured the group was informed, and any questions were resolved at every step.
>
> It is understandable that sometimes Michael was unsure about details of the process, because it is so cumbersome and complex. It is very difficult for one person to understand criteria for all leadership positions – more so when criteria itself was subjective in a few instances.
>
> Michael has an in-depth understanding of the ICANN requirements for each ICANN leadership position. He sometimes had doubts about points related to criteria and process, but always he would consult his Chair-Elect or Associate Chair – before stating an opinion or making a decision.

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/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…
    - Michael has been a real asset to the NomCom.
    - He is effective, articulate, efficient and neutral.
    - He is a good leader and he was the right person for the job – a very good Chair, since he knows what he's doing.
    - Very fair and is well-liked.
    - He is a "visionary" for the future of the internet – where it's going and what will be needed to keep it effective.
    - He accommodates people – in terms of scheduling and issues.
    - Michael has "textbook" leadership skills – he listens intently.
    - It was a pleasure being part of the NomCom – in part due to Michael's very able leadership.
    - He stayed neutral regarding all issues – he never "put his finger on the scale" to influence a decision (he showed no bias).
    - Michael is outgoing – a "people person".
    - He is highly experienced, related to NomCom and ICANN.
    - He ensures NomCom Members respond to comments and questions from others. He asks, "Did we answer your question?".
    - Michael is entirely unbiased – he keeps his opinions to himself / "close to his vest".
    - The NomCom Chair is a very "delicate" job, and Michael has facilitated it well.
    - He has a "sense" of the competencies needed for Board membership.
    - He has a very friendly, smooth interpersonal style – and he's never rude.
    - Michael has good sense of humor.

- Has led the process well and has explained it for the new Members. Their questions have always been answered.
- He has been very focused on the goal of the NomCom.
- No discussions were "short-changed" in terms of time or due to time constraints. Adequate time was always provided for discussions.
- Michael knows how to "socialize" with others.
- He is very collegial, and he remains neutral and unbiased.
- He is open, with no "hidden agendas".

Areas for Improvement/Development…
- Michael could be more aggressive in terms of accomplishing goals.
- The NomCom Team has not been well controlled.
- His time management skills need improvement: 1) he should better control the length of time people speak and 2) better control the amount of time spent on each topic. Several Members mentioned this.

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

Positive Comments…
- He did the job well.
- Not technically focused, but this is not needed for the job – his role is more "management", not technical.
- Michael works well with those having other views.
- He understands the processes and recognizes there are issues regarding them.
- The "clock" was managed well – due to Michael's time-management skills.
- Michael recognizes problems that are coming-up.
- He has managed the staff well.
- He has very good management skills – in terms of 1) time limits, 2) dealing with people, 3) organization and 4) not micro-managing.
- Handles conflict between people well.

Areas for Improvement/Development…
- There were no comments.

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

Positive Comments…
- Michael is a pleasant, patient and friendly person.
- He is a lawyer, who comes to ICANN with a wealth of knowledge about processes and procedures.
- Conducts meetings on-time (punctual) and on-agenda.
- He is a good meeting facilitator – He explains processes and is tolerant (he lets Members talk) – he lets everyone "have their say".
- He does not "cut-off" people when they are talking.

- Michael is very punctual (on-time).
- He is well-organized and focused.
- Drove the Interview Committee with two others.
- He is very level-headed.
- He keeps to schedules and agendas.
- Michael implements "the process".
- He is always well-prepared.
- Delegates to Damon well and shares responsibilities.
- He balances well the many different personalities of the Board.
- Given the pandemic, he has organized everything well.
- Offers good guidance for the process.
- He has a good presence, and he dresses appropriately.
- He gets things done.

<u>Areas for Improvement/Development</u>…
- There were no comments.

Nominating Committee Leadership Evaluations – 2022
Michael R. Graham (Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
50.5	4.9	4.8	4.4	4.2	4.4	4.6	4.8	4.7	4.7	4.6	4.4

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.