ICANN

ICANN NOMCOM LEADERSHIP EVALUATION FOR MICHAEL R GRAHAM

SUMMARY OF COMMENTS

Evaluation Conducted in July, 2023

ICANN NOMCOM LEADERSHIP EVALUATIONS
REPORT FOR MICHAEL R GRAHAM (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 July, 2023.

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, other questions were asked regarding the individuals management, leadership and operating styles.

<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 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 19 Evaluators/Raters that were invited to participate, 15 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: **49.9 out of 55**
Total Average = **4.5 out of 5**

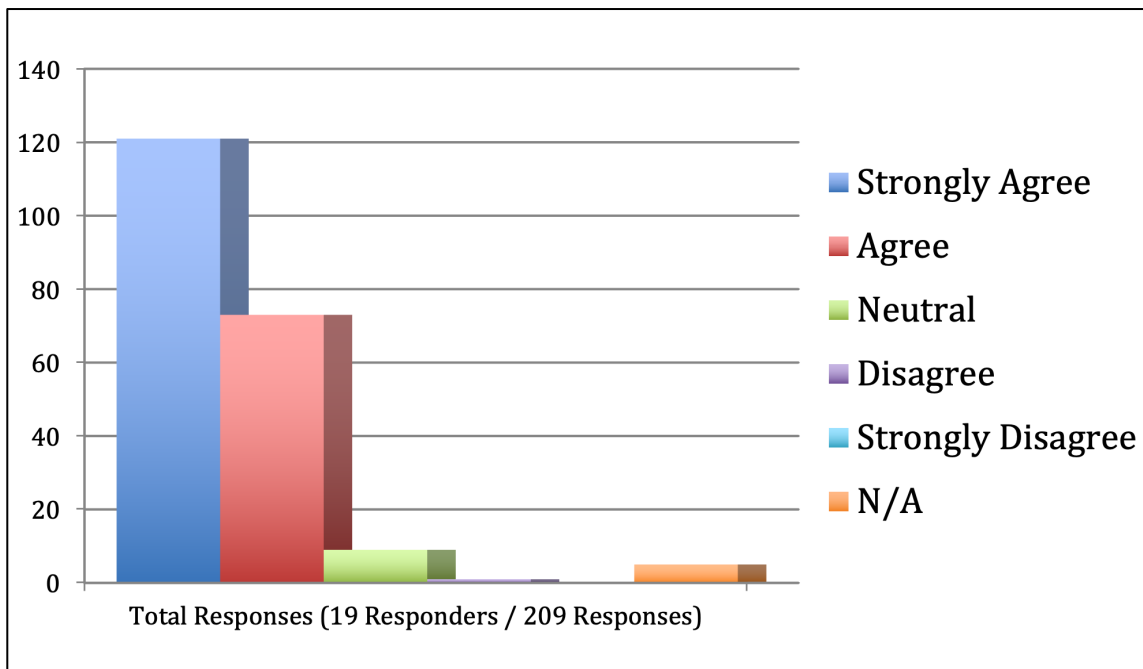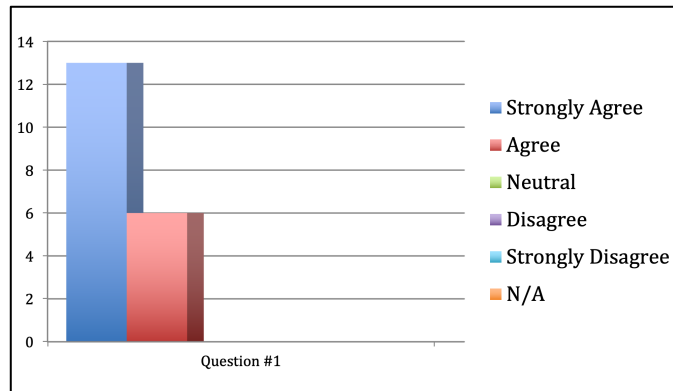|		
Strongly Agree = 121		Disagree = 1
Agree = 73		Strongly Disagree = 0
Neutral = 9		N/A = 5

Question #1: Demonstrates integrity – 4.7

Strongly Agree = 13
Agree = 6
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0

Summary of Positive Comments:

Michael's personality demands integrity from everyone at every step of the process. He always uses logic for his views. He is upfront, candid and does what he says he will do. Furthermore, he is great at reminding delegates of by-laws and processes, as needed. He was quite open about what he was trying to accomplish.

He regularly reminded delegates about the importance of our work, the processes we were to follow and elements that should not be discussed (i.e., an applicant's experience from a prior year). He was often the voice of reason in the room.

He demonstrated deep values and honesty in all levels of discussions and engagement. Michael remained quite honest with the Leadership Team, admitting when he was wrong and following-up on promises made.

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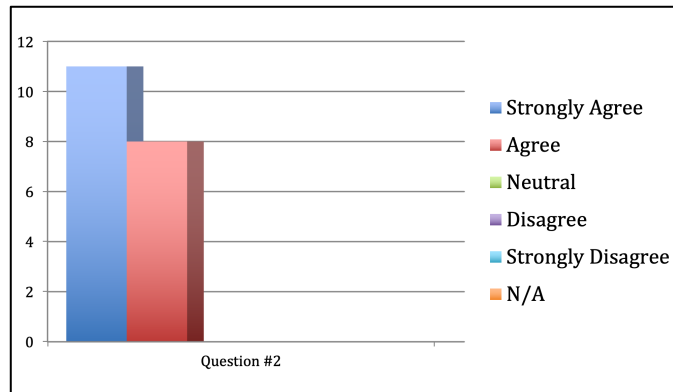
Summary of Positive Comments:

Michael was very open and respectful – and he was careful to elicit honesty in others. On the occasions in which his participation was requested, he showed honesty. He did a great job of participating throughout the process, and he was able to balance a few personal observations with an extremely strong understanding of the overall process. His presence was helpful.

He is generally quite fair. Michael addressed the ICANN delegates, leadership and staff with honesty – which makes him a trusted part of the process. He was quite open when there was confusion over process, and attempts were being made to resolve issues.

He tried to help others in an honest and clear manner – clarifying their doubts. There were occasions when he interfered too much on issues, which could have been perceived as something the Leadership Team should not do. He leads discussions with an open mind, and always wants to hear other views, thus creating consensus.

Summary of Responses Indicating Need for Improvement:

Occasionally, he would make a comment, indirectly linking to a candidate.

Question #3: Demonstrates good judgment – 4.6

Strongly Agree = 13
Agree = 5
Neutral = 0
Disagree = 1
Strongly Disagree = 0
N/A = 0
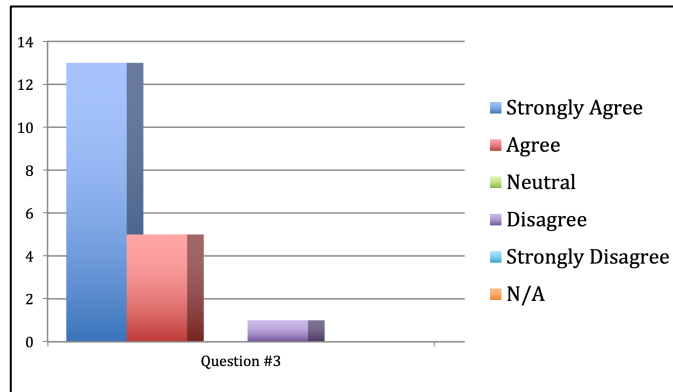
Summary of Positive Comments:

Michael stepped in when he thought delegates were going astray in their deliberations, or not following the process. He is very knowledgeable about ICANN's regulations and NomCom procedures. There were almost no instances in which his decisive judgement was needed.

As a lawyer, he is balanced in his words, when talking. His judgments normally demonstrate knowledge and fairness. Michael did a great job of explaining and navigating the procedures of NomCom, in a way that helped obtain the best results. He showed good judgment in those instances requiring such.

He was collegial, good humored and direct in his approach. He would regularly intervene to ensure delegates remained on-track and in accord with the process. He and the Chair would discuss/argue about the proper process for evaluation/voting.

He looks at all sides of an issue, when assisting Members in their conversations leading to progress. Michael was vocal during the process, and his judgment was trusted. He grasps and understands situations quickly.

Summary of Responses Indicating Need for Improvement:

There were no comments.

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

Strongly Agree = 6
Agree = 8
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 2
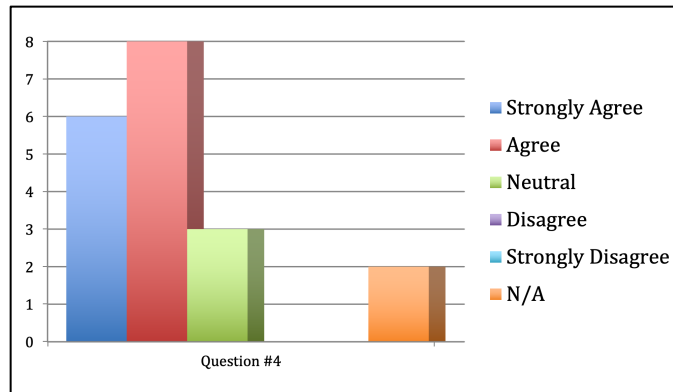
Summary of Positive Comments:

Michael was respectful and insightful, and he was able to lead the discussions to thoughtful decisions. He stepped in to provide guidance when it was necessary, but he didn't overdo this.

He has more knowledge about the NomCom than some of the other Members, and being the former Chair, his influence carries weight – he uses it in a good way. He manages discussions in a manner that helps others gain more insight.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #5: Is an effective leader – 4.5

Strongly Agree = 10
Agree = 8
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
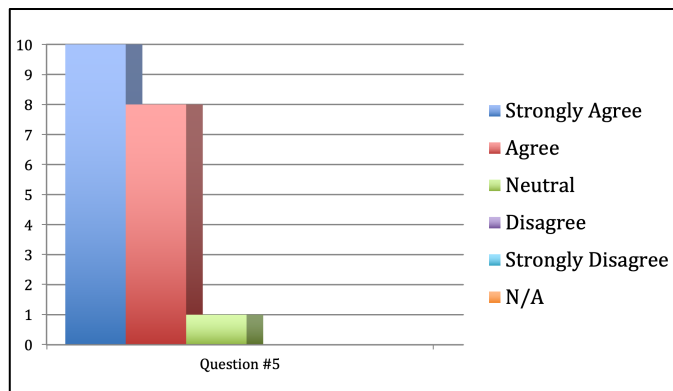
<u>Summary of Positive Comments</u>:

Michael is always interacting with other Members. His experience, thoughtfulness and personality help him to lead effectively, even during times of difficult decisions. Michael was the perfect balance of directive and encouraging – and he was always courteous. He provided gentle reminders and encouraged consensus outcomes.

His long-time experience as a lawyer, allows him to provide clarification when there is confusion over process. He is quite friendly. He brings a wealth of experience to the process, and he helps to navigate the course.

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

Sometimes, he can appear to be a bit too "bossy".

Question #6: Is a good listener – 4.5

Strongly Agree = 11
Agree = 7
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
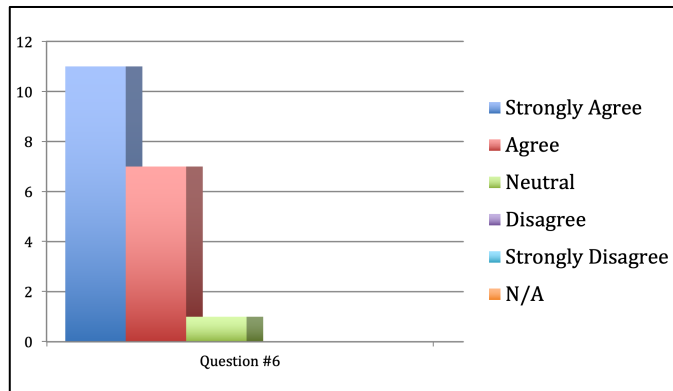
<u>Summary of Positive Comments</u>:

Michael's contributions to the dialogue always demonstrated a good understanding of other peoples' perspectives, as well as the points they were making. He is committed to allowing others to effectively present their positions.

He always is "to the point" in responding to questions. He seems sincere in his listening and in his responses. He listens "with attention" to others. Michael listened to all discussions and was eager to address concerns, or to fill-in gaps – thus enabling Members to better understand the subject matter at hand.

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

There were no comments.

Question #7: Treats others with respect – 4.6

Strongly Agree = 12
Agree = 7
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
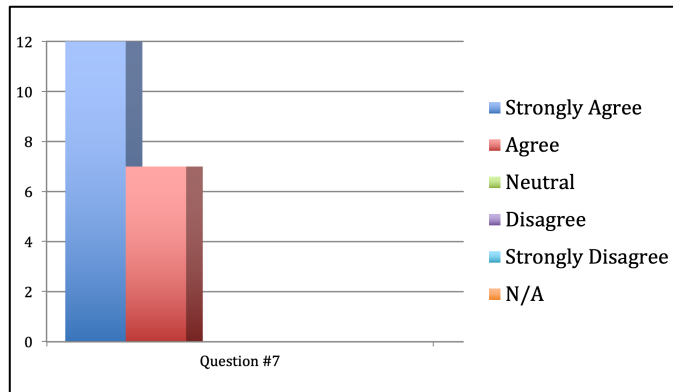
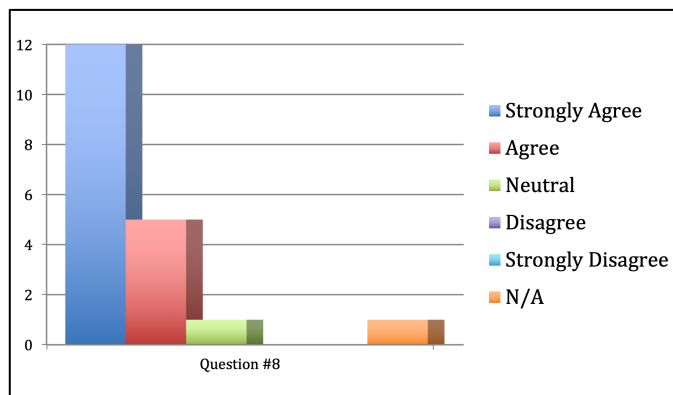Summary of Positive Comments:
    Yes, he is a gentleman, who is respectful and friendly with all. He's a very respectful leader. Michael appears as a sincere and honest man, which goes hand-in-hand with respect. He is respectful of all others, and he expects the same in return.

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 – 4.6

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

Summary of Positive Comments:
    This was not a requirement of the NomCom Associate Chair, but he helped meet timelines during meetings. His knowledge and former experience helped clarify points during the process. Very active and helpful during in-person meetings, but not as much during on-line meetings.

Michael always showed his commitment to timelines at meetings, and encouraged this in others. He's been very alert to this issue and ready to resolve any problems. There is a process and a set of rules to follow for the completing of the NomCom's work, and Michael regularly reminded the delegates of these.   He appeared at all times to work with the Committee to ensure it met its deadlines and deliverables.

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

Question #9: Demonstrates impartiality and neutrality – 4.5

Strongly Agree = 11
Agree = 7
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
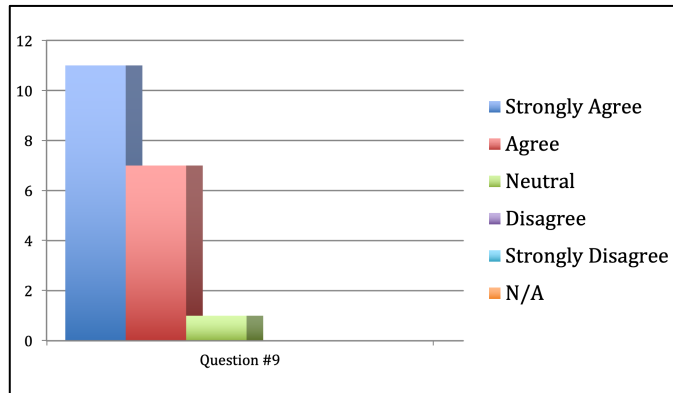
Summary of Positive Comments:
Impartiality is one of Michael's key personality traits. Occasionally, a comment would be made, with potential to affect a candidate. When his opinion was required, he showed impartiality. He never tried to sway delegates' opinions one way or the other. He would remind the delegates of their obligations and of the rules.

Michael was much more focused on the process, than on any of the individual candidates, so it never felt as though there was any risk regarding impartiality. At no time did Michael display any biases toward any one person, community or outcome. He did not try to influence any candidate.

He engaged with an open mind, without showing partiality or judgment or favoritism. He demonstrated impartiality and neutrality most of the time, and this effectively helped the process.

Summary of Responses Indicating Need for Improvement:
His "bossy" behavior may have been perceived as "off limits".

Question #10: Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO – 4.4

Strongly Agree = 10
Agree = 6
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 1
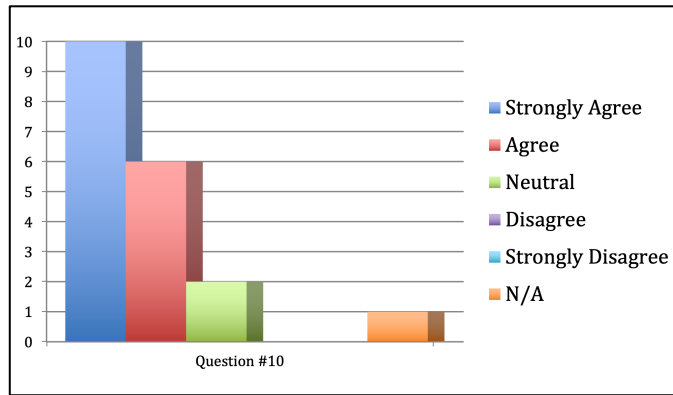
Summary of Positive Comments:
> Michael's commitment to ICANN's values has been evident in every discussion. He is well aware of these issues. He has been involved with the NomCom several times in the past, and thus is familiar with its duty. He is familiar with the different roles within the ICANN organization.
>
> Due to his long experience with ICANN and NomCom, he has a clear understanding of the value of the process, the candidates and each Member of this group. He has a deep understanding of the requirements and necessary values that a NomCom appointee should bring to ICANN leadership.

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

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 = 6
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 1
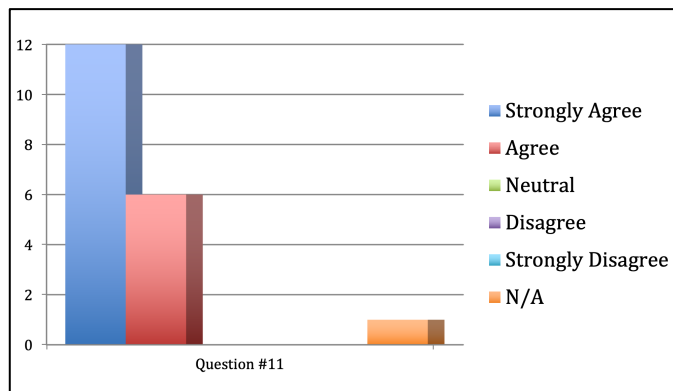
Summary of Positive Comments:

Michael ensured that everyone understood the selection criteria at every step of the process. He is familiar with the differing roles of each ICANN body.

Summary of Responses Indicating Need for Improvement:

The process may not be so clearly understood for some members – even the Leadership. GNSO and ccNSO could have been better understood by all.

There were times, very late in the process, when the NomCom was just getting important feedback from SO/AC, and thus understanding the criteria seemed a bit uncertain for such an important task.

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 is efficient and on-time.
   - He stays on-topic.
   - Leads well.
   - Very flexible.
   - Does not "put people off" (does not dismiss them).
   - Very focused – on nearly everything, but especially objectives.
   - He follows "the process".
   - Michael is a story-teller – to make a point.
   - He works toward consensus.
   - Aware of what needs to be done.
   - Michael is focused on goals.
   - He engages with people very well.
   - Let's others know that "there is a job to be done".
   - Results oriented, but in a pleasant way.
   - He fulfilled his role quite well.
   - He's an efficient Project Manager.
   - Very collegial.
   - Respects time-frames.
   - Very much a "people person" – friendly and talkative.
   - Stays "on the "objective".
   - A strong, professional leader.
   - Listens well – to understand.
   - Tries for the best outcome.
   - He is mindful of time, as well as "the process".

- Contributes ideas.
- He has a keen sense of humor.
- Quite considerate of others.
- He's a very pleasant co-worker.
- Michael provides a "gentle hand" when needed.
- He leads by empowering others.

Areas for Improvement/Development…
- Can be "pushy" and opinionated with his viewpoints at times.

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

Positive Comments…
- Michael did not interfere with "the process".
- He's very organized and on-time.
- He prepared everything on two laptop computers.
- Suggests good ideas.
- He has a legal background, so he is very methodical.
- Very open to others' opinions.
- He's a very good "advisor".
- Michael gets things done in an easy-going, positive way.
- A pleasant style of management.
- Focused on the outcome of projects.
- Kept meetings on schedule.
- Assisted the Chair well.
- A very good Associate Chair.
- Was very "practical" with time when managing projects.
- He is able to "see the end-point" with projects.
- Detail oriented – and meticulous.
- Focused on the immediate task at hand.
- Michael's interventions were appropriate.
- He understands the process and procedures.
- Michael assists others in their understanding of "the process" and how to move it forward.

Areas for Improvement/Development…
- He can appear a bit "bossy".
- Sometimes he talks too much – he goes beyond the time limits.
- Can have strong opinions about certain candidates.
- Sometimes, he could be a bit more "flexible" in the process.

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

Positive Comments…
- Very efficient - he "gets things done".
- Well organized.

- Stays on-topic and on-agenda.
- Gets everything done "on-time".
- Quite an "energized" style of operating.
- Friendly - gets close to people.
- Manages his time well.
- Not rigid – he is flexible and organized.
- He doesn't let the "clock" be the deciding factor in decision-making (he doesn't wrap things up too quickly).
- Ensures everyone is okay with decisions.
- "We are here to make the RIGHT decision, so let's find and secure the BEST POSSIBLE ONE."
- Michael is a very nice person – on an individual level.
- He has a very "professional" style of operating.
- Michael is a lawyer, so he's good with detail.
- He produces quality results and on-time.
- He guides the staff well.
- Michael only intervenes when he feels it's necessary.
- Very focused and detail-oriented.
- He has an effective Operating Style.
- Very "process oriented".
- Knows what is appropriate to say, and not to say.
- Respects "rigidity" of the process.
- Often reminds others of the "objectives" for a discussion or project.
- Provides timely reminders about the ICANN By-Laws.
- He's very knowledgeable about the NomCom process.
- He's very good at handling detail.
- He's a very pleasant person.
- Michael stays "on focus" easily.
- Always on-time with projects.
- Very focused on detail.
- Michael is very congenial – he gets along with everyone.
- He's very careful and thoughtful – with much experience.
- He has an excellent sense for detail, but also sees "the big picture" and where things are going.
- Not at all dictatorial in his communication with others.
- Very much a consensus builder.

Areas for Improvement/Development…
- Michael could pay more attention to "the details".

Nominating Committee Leadership Evaluations – 2023
Michael R. Graham (Associate Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
49.9	4.7	4.6	4.6	4.2	4.5	4.5	4.6	4.6	4.5	4.4	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.