



**ICANN**  
**Chair Appraisal**  
**For Steve Crocker**  
**23 July 2012**

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## **Areas covered in the feedback**

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This feedback is designed to provide clear specific information about the perceived areas of strength and development needs in the areas considered critical for the chair of the board.

**This report covers the following topics:**

- Role (Chair)
- Meetings (Chair)
- Purpose (Chair)
- Stakeholders (Chair)
- Conformance (Chair)
- Performance (Chair)
- Management and board (Chair)
- Culture (Chair)
- Capability (Chair)
- Overall (Chair)

**Feedback is based on the following scale:**

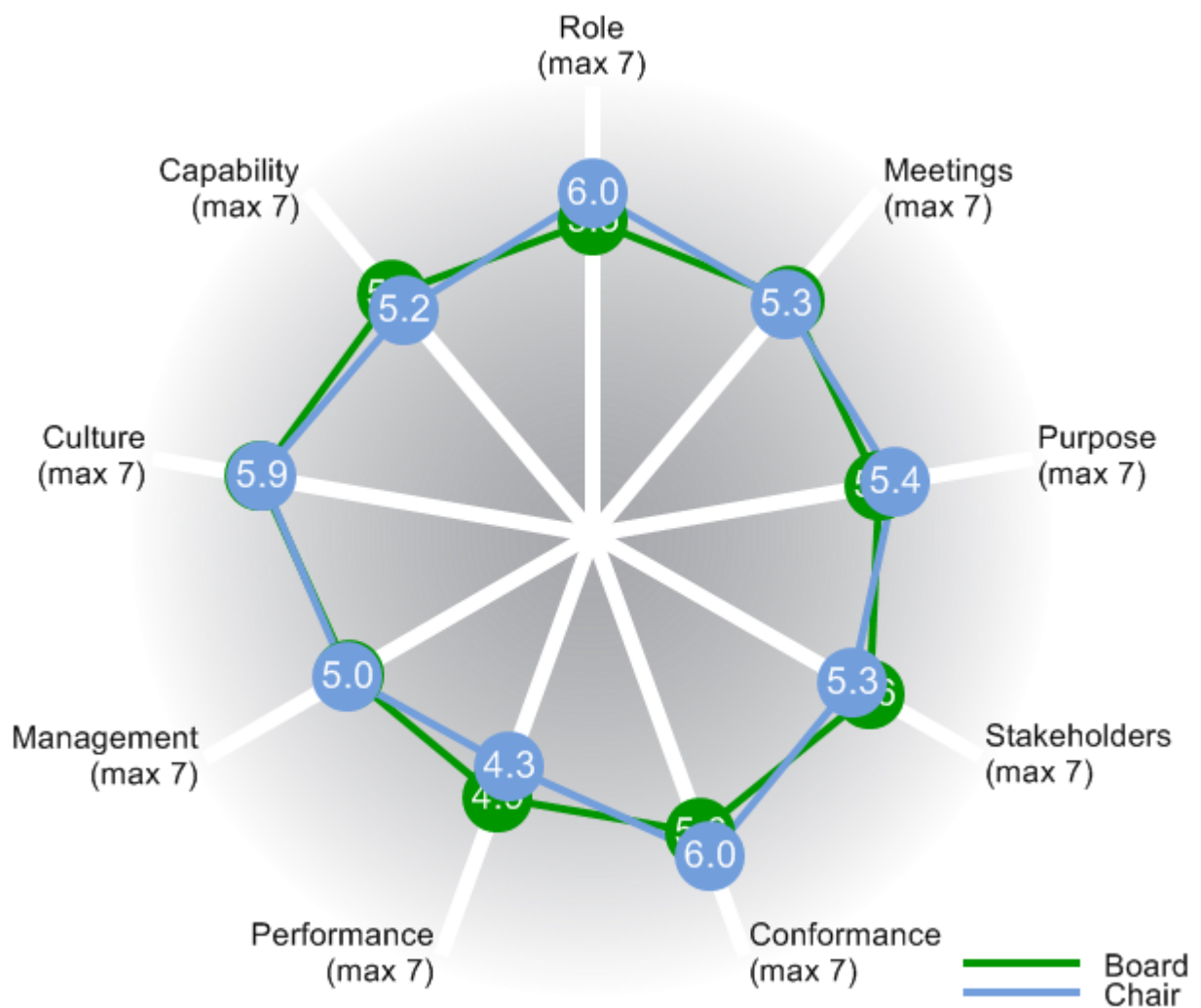
Don't know or N/A ratings are reported separately in text form at the top of each question graph

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Somewhat disagree
- 4 = Neither disagree or agree
- 5 = Somewhat agree
- 6 = Agree
- 7 = Strongly agree

**More detailed feedback is also provided on:**

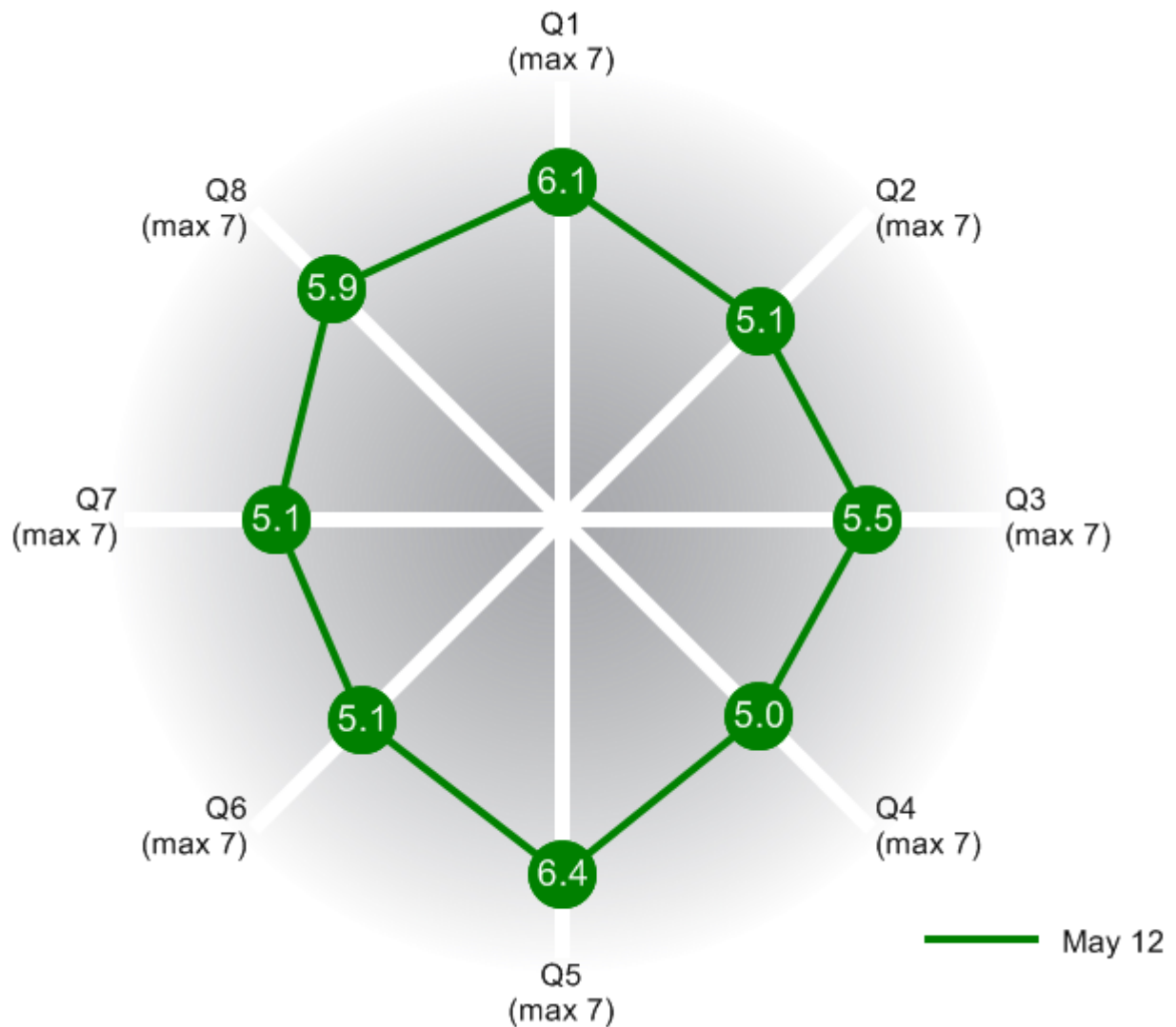
- Your own view of your levels of development
- Your level of development as perceived by your fellow directors and others who participate in board meetings.

## Average Rating by Section

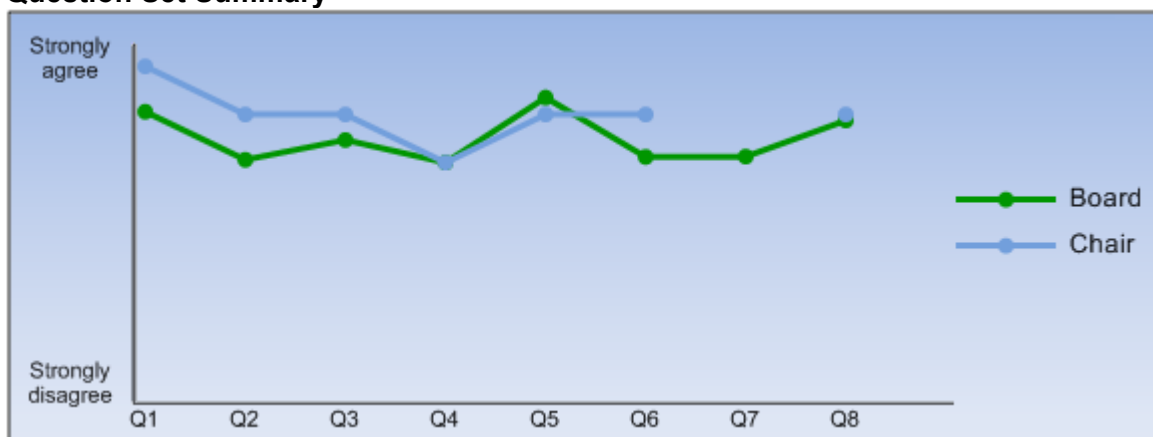


## Role (Chair)

### Question Set Summary (Board only)

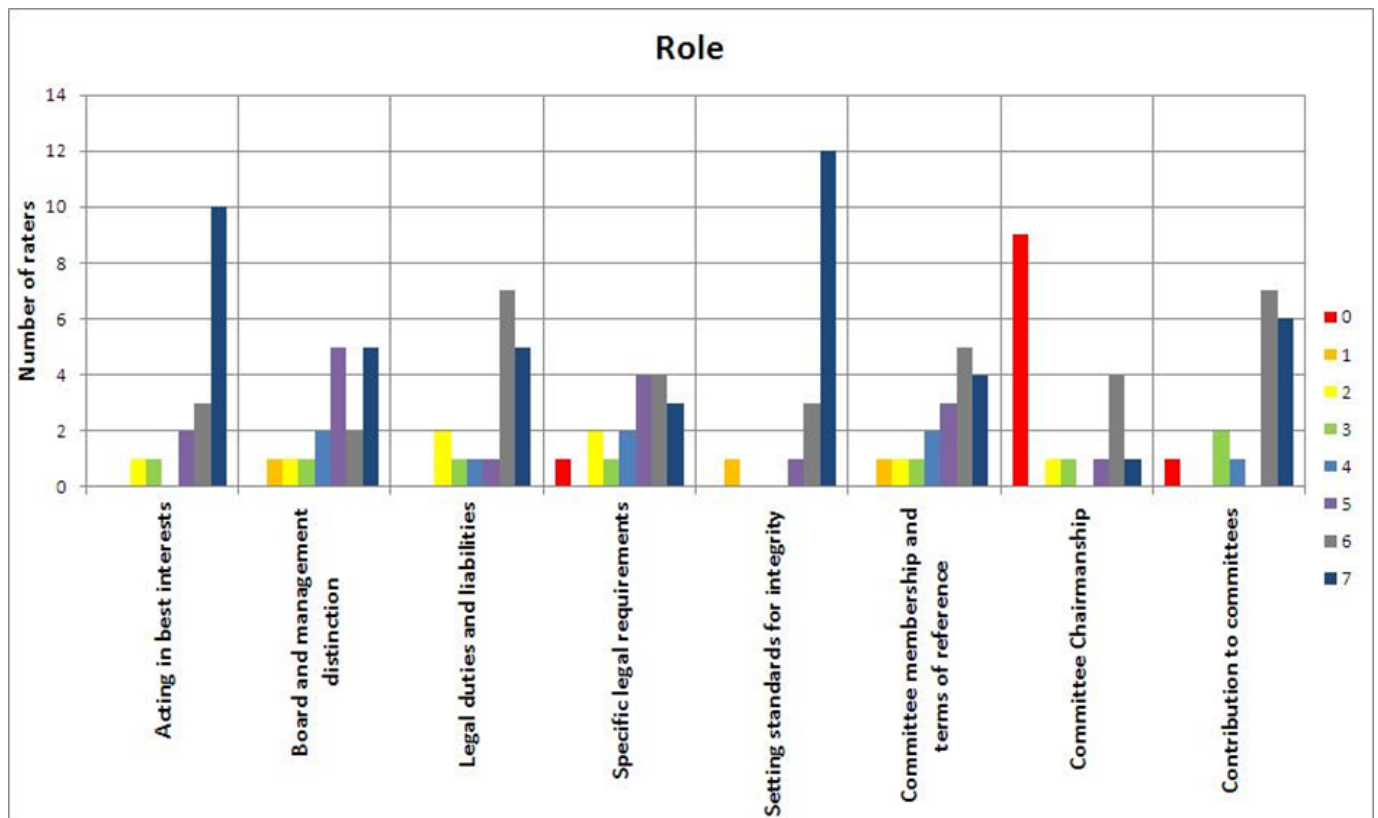


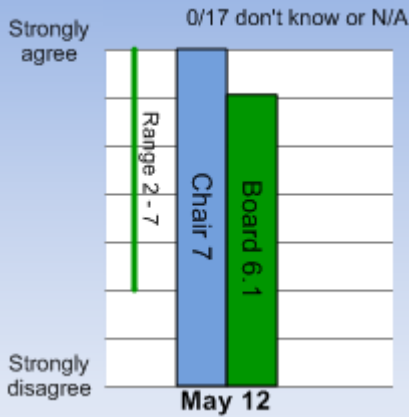
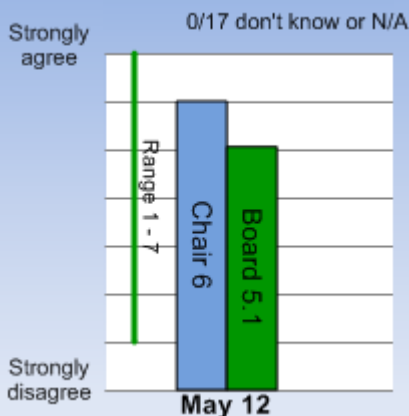
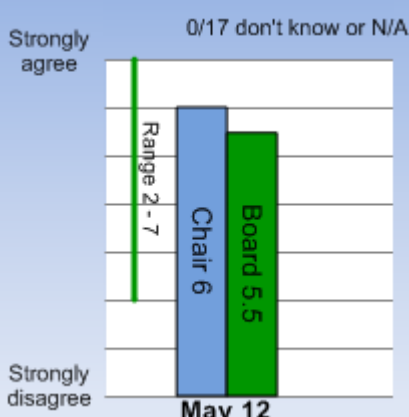
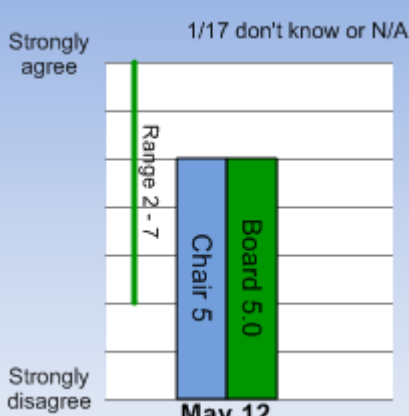
### Question Set Summary



## Distribution of ratings - Role

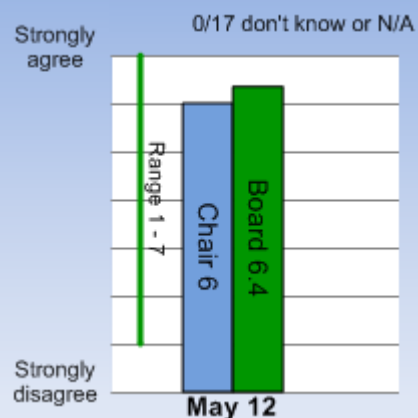
			RATINGS													
	#	Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
ROLE	1	Acting in best interests			1	1		2	3	10	17	6.1	7	7	1.52	7
	2	Board and management distinction		1	1	1	2	5	2	5	17	5.1	5	5	1.82	6
	3	Legal duties and liabilities			2	1	1	1	7	5	17	5.5	6	6	1.70	6
	4	Specific legal requirements	1		2	1	2	4	4	3	17	5.0	5	5	1.63	5
	5	Setting standards for integrity		1				1	3	12	17	6.4	7	7	1.50	6
	6	Committee membership and terms of reference		1	1	1	2	3	5	4	17	5.1	6	6	1.80	6
	7	Committee Chairmanship	9		1	1		1	4	1	17	5.1	6	6	1.73	DK or N/A
	8	Contribution to committees	1			2	1		7	6	17	5.9	6	6	1.36	6



<p><b>1. Acting in best interests</b> Demonstrates what it means to act at all times in the best interests of the organisation</p>	 <p>Strongly agree</p> <p>0/17 don't know or N/A</p> <p>Range 2 - 7</p> <p>Chair 7</p> <p>Board 6.1</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>2. Board and management distinction</b> Guides the board's understanding of the difference between board and management roles and accountabilities</p>	 <p>Strongly agree</p> <p>0/17 don't know or N/A</p> <p>Range 1 - 7</p> <p>Chair 6</p> <p>Board 5.1</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>3. Legal duties and liabilities</b> Thoroughly understands the legal duties and liabilities of directors and the responsibilities of the chair role</p>	 <p>Strongly agree</p> <p>0/17 don't know or N/A</p> <p>Range 2 - 7</p> <p>Chair 6</p> <p>Board 5.5</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>4. Specific legal requirements</b> Is well versed in the legal, regulatory and/or constitutional requirements that specifically apply to the organisation</p>	 <p>Strongly agree</p> <p>1/17 don't know or N/A</p> <p>Range 2 - 7</p> <p>Chair 5</p> <p>Board 5.0</p> <p>Strongly disagree</p> <p>May 12</p>

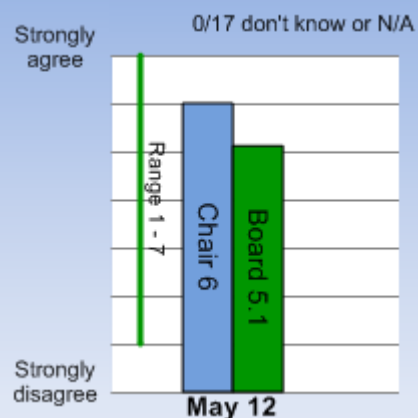
### 5. Setting standards for integrity

Through personal example and leadership, sets a high ethical standard for the board and the organisation and demonstrates integrity in difficult circumstances



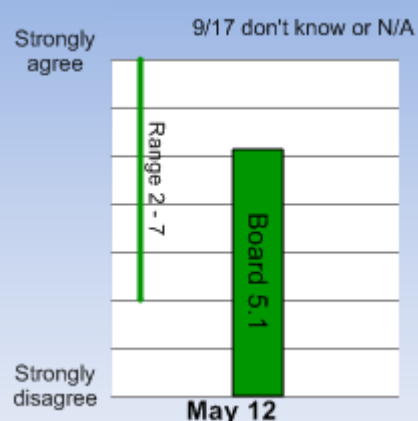
### 6. Committee membership and terms of reference

Ensures regular reviews of membership and well-defined terms of reference for board committees



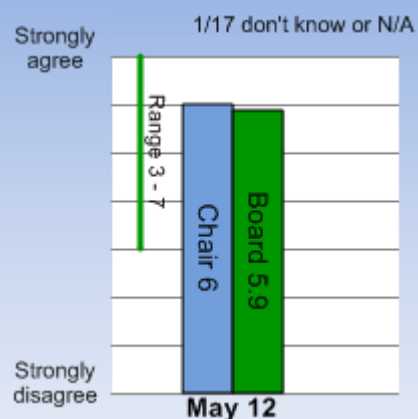
### 7. Committee Chairmanship

Where the chairman is also a board committee chair, is an effective leader and ensures the committee makes a full contribution to the governance of the organisation



### 8. Contribution to committees

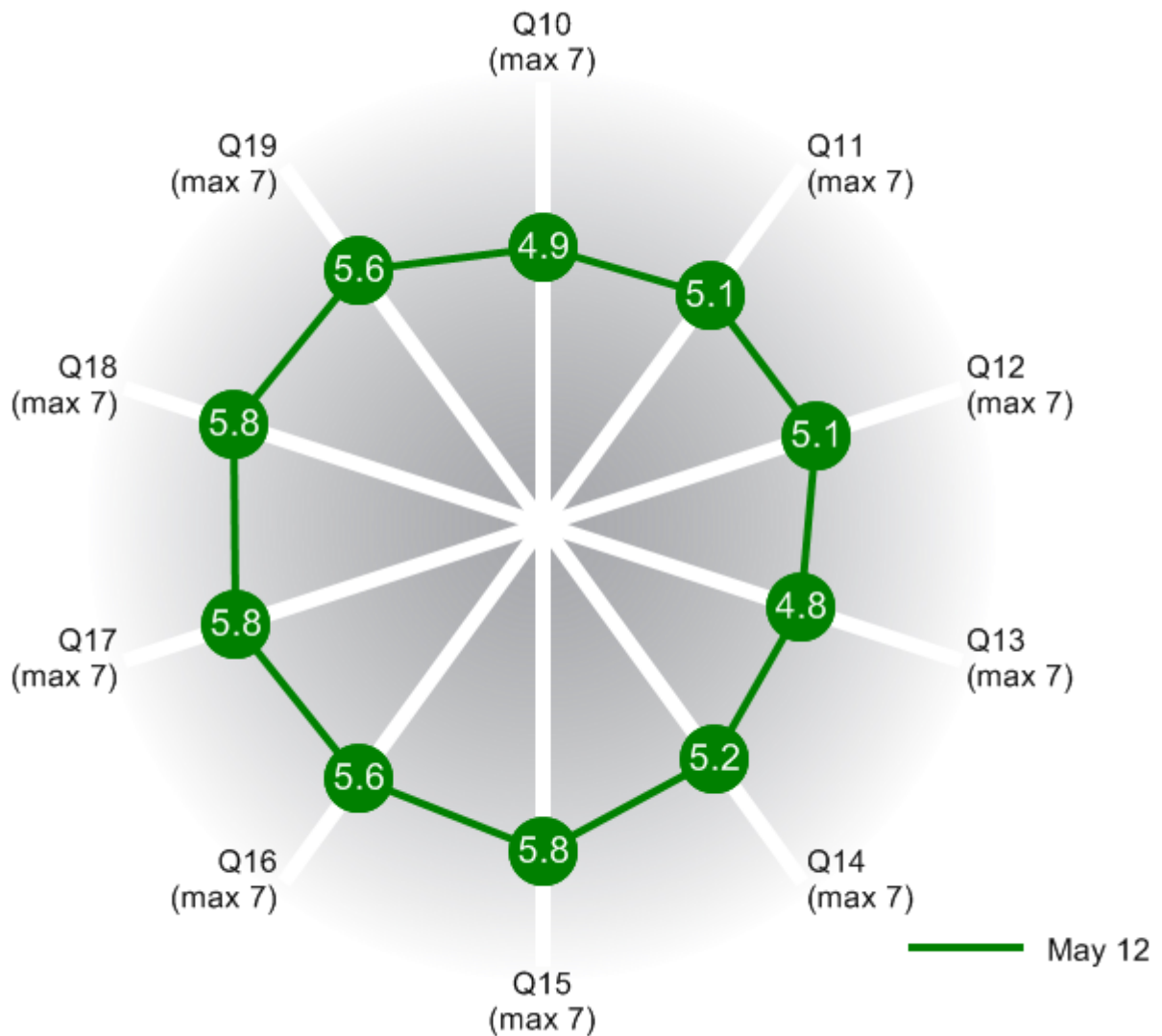
Where a board committee member, contributes fully to committee effectiveness and performance



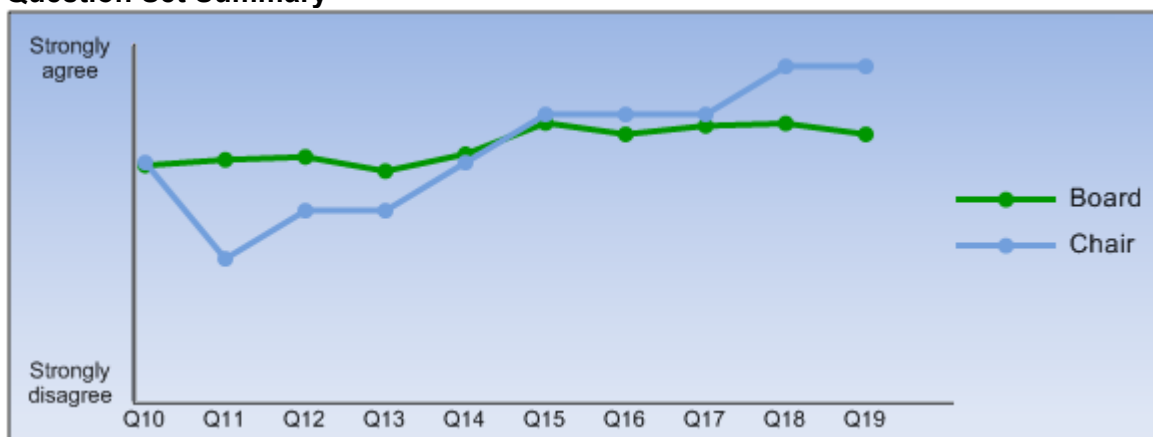
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## Meetings (Chair)

### Question Set Summary (Board only)



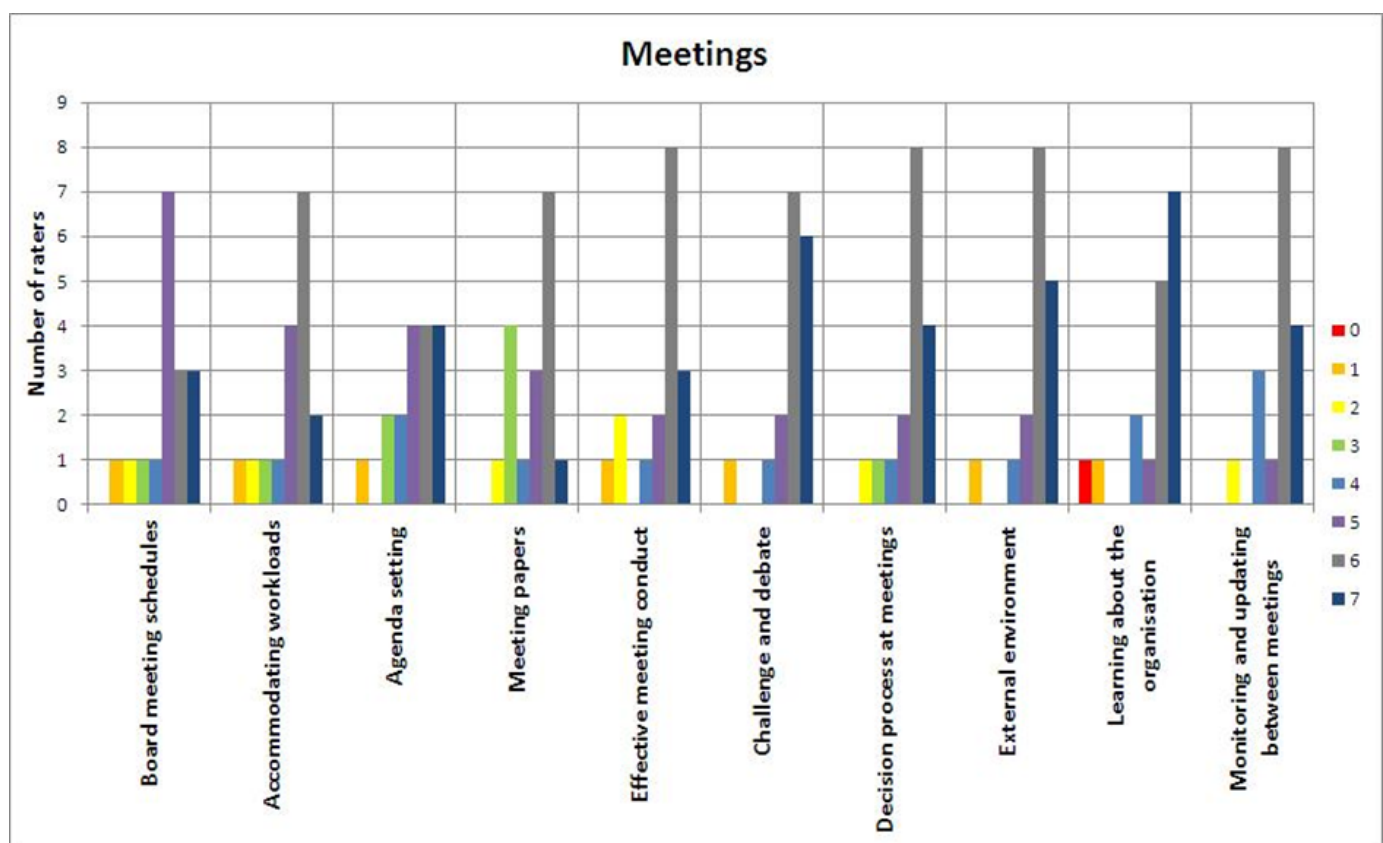
### Question Set Summary





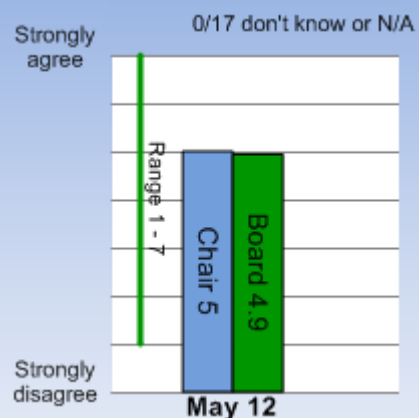
## Distribution of ratings – Meetings

			RATINGS													
	#	Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
MEETINGS	10	Board meeting schedules		1	1	1	1	7	3	3	17	4.9	5	5	1.68	5
	11	Accommodating workloads		1	1	1	1	4	7	2	17	5.1	6	6	1.68	3
	12	Agenda setting		1		2	2	4	4	4	17	5.1	5	5	1.69	4
	13	Meeting papers			1	4	1	3	7	1	17	4.8	5	6	1.51	4
	14	Effective meeting conduct		1	2		1	2	8	3	17	5.2	6	6	1.85	5
	15	Challenge and debate		1			1	2	7	6	17	5.8	6	6	1.51	6
	16	Decision process at meetings			1	1	1	2	8	4	17	5.6	6	6	1.42	6
	17	External environment		1			1	2	8	5	17	5.8	6	6	1.48	6
	18	Learning about the organisation	1	1			2	1	5	7	17	5.8	6	7	1.64	7
	19	Monitoring and updating between meetings			1		3	1	8	4	17	5.6	6	6	1.37	7



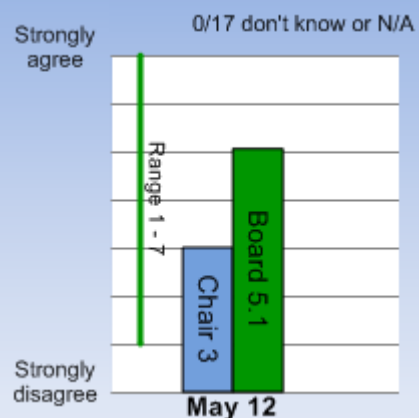
### 10. Board meeting schedules

Sets annual meeting schedules that properly reflect board responsibilities



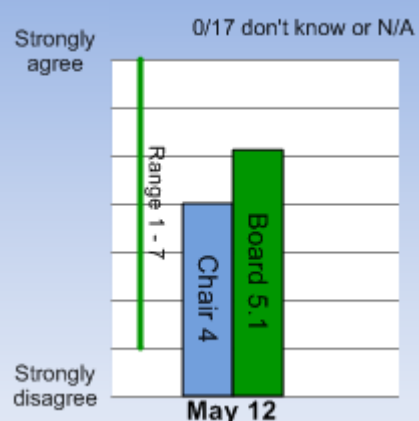
### 11. Accommodating workloads

Sets annual meeting schedules that properly reflect and accommodate board and management workloads



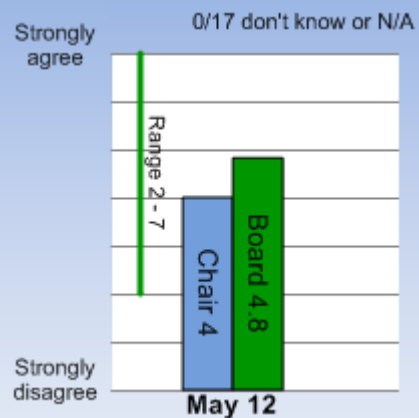
### 12. Agenda setting

Runs the agenda setting process effectively, ensuring adequate time for important matters and enabling all directors to raise agenda items



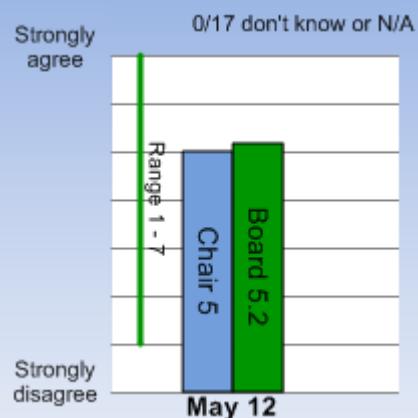
### 13. Meeting papers

Ensures that board members receive clear, timely and concise information packages that encourage debate and facilitate decisions



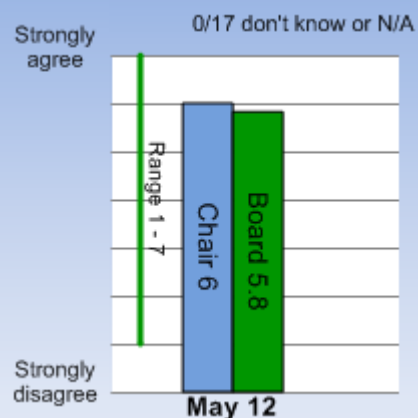
#### 14. Effective meeting conduct

Conducts board meetings effectively, encouraging discussion and debate while moving through the agenda in a timely manner



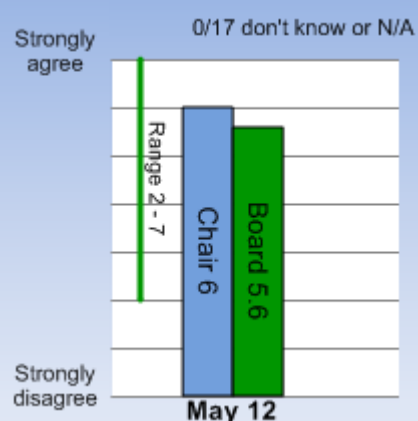
#### 15. Challenge and debate

Actively prevents management capture by asking the hard questions and systematically testing information and assumptions to strengthen decision-making



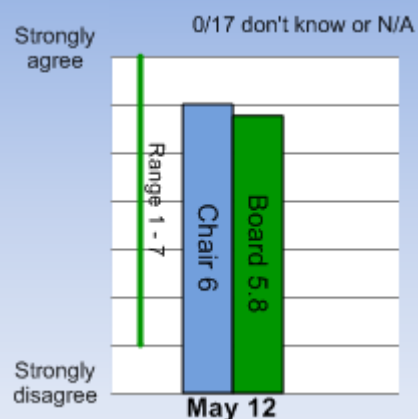
#### 16. Decision process at meetings

Has the ability to summarise key points of discussion and keep board progress on track to a decision.



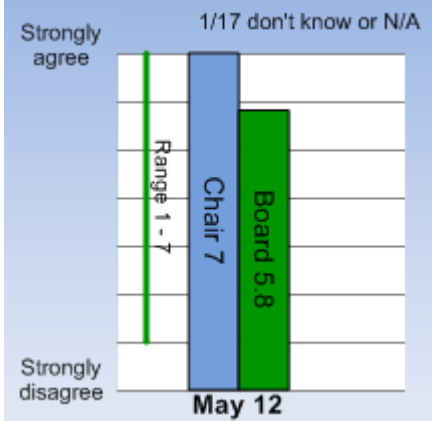
#### 17. External environment

Is well versed in the major political, economic, social and technological factors affecting the organisation



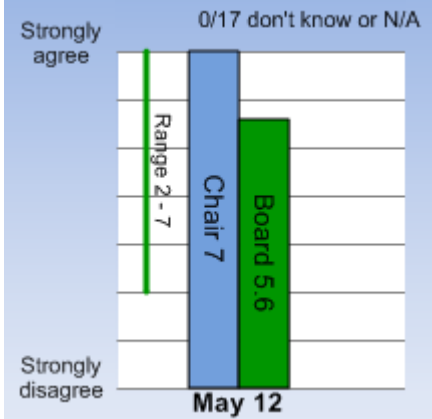
**18. Learning about the organisation**

Advocates and participates in opportunities, such as briefings and site visits, to learn more about the organisation and its business



**19. Monitoring and updating between meetings**

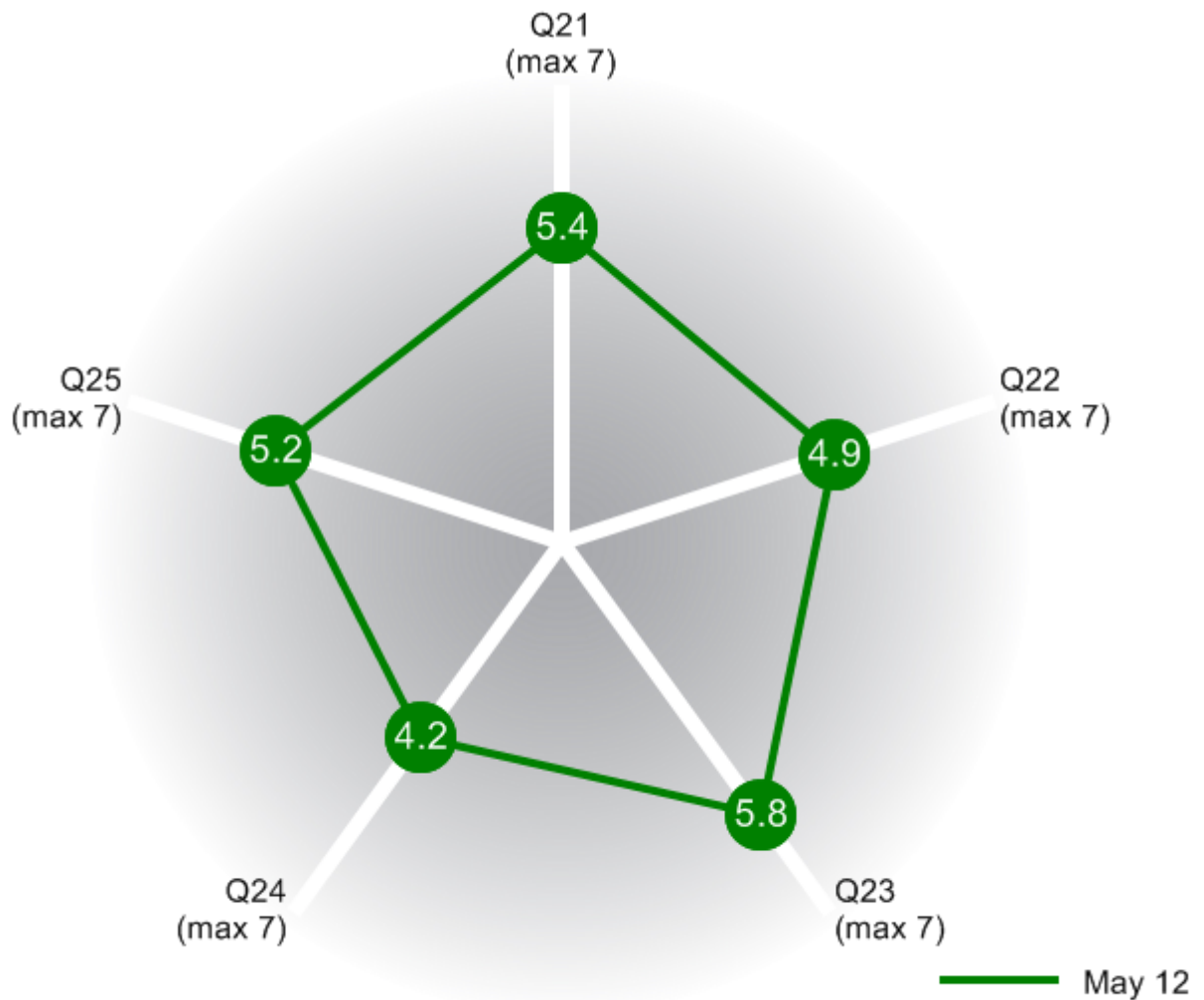
Monitors critical areas of the organisation's operations and ensures that directors are kept well informed of important matters between meetings



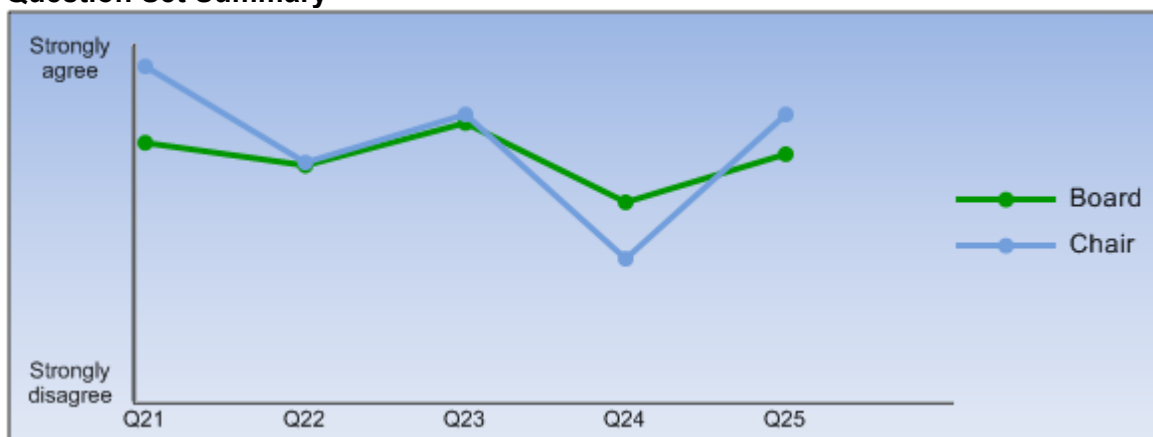
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## Purpose (Chair)

### Question Set Summary (Board only)

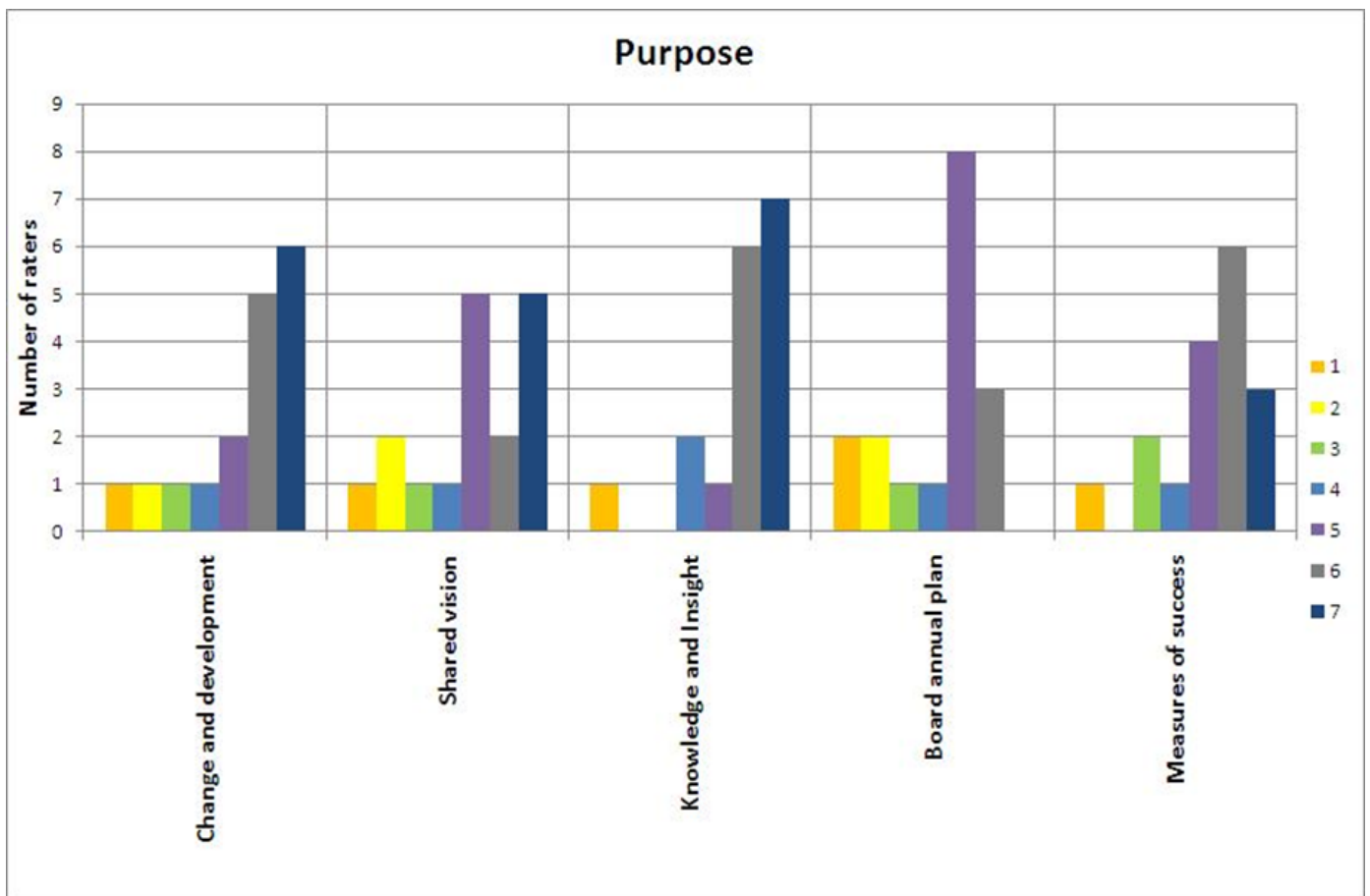


### Question Set Summary



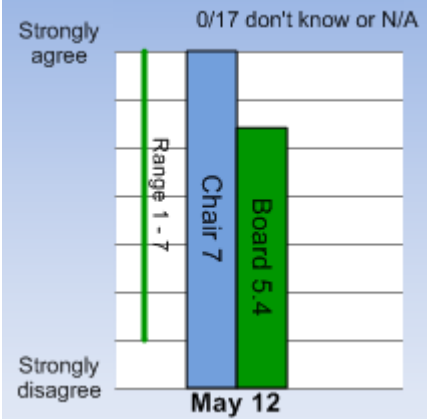
## Distribution of ratings – Purpose

			RATINGS													
	#	Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
PURPOSE	21	Change and development		1	1	1	1	2	5	6	17	5.4	6	7	1.87	7
	22	Shared vision		1	2	1	1	5	2	5	17	4.9	5	5	1.95	5
	23	Knowledge and Insight		1			2	1	6	7	17	5.8	6	7	1.59	6
	24	Board annual plan		2	2	1	1	8	3		17	4.2	5	5	1.70	3
	25	Measures of success		1		2	1	4	6	3	17	5.2	6	6	1.63	6



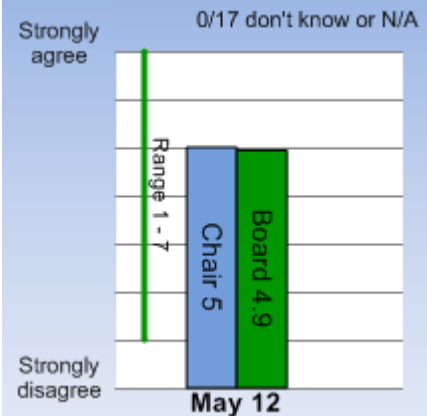
## 21. Change and development

Can see the big picture, explore options for the future and act as a catalyst for change and development



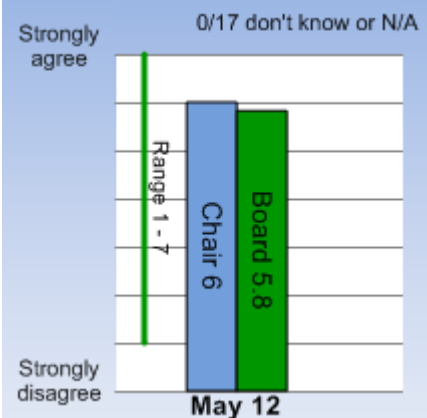
## 22. Shared vision

With the board and management, explores the organisation's purpose and builds a shared vision of the future and of the changes needed to get there



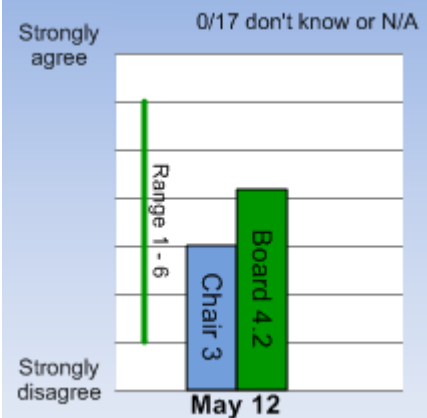
## 23. Knowledge and Insight

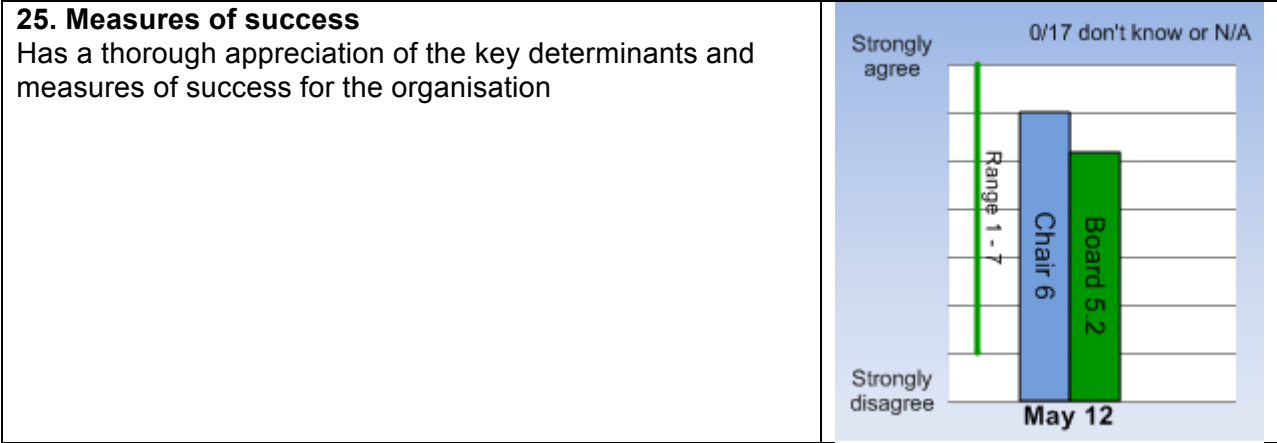
In decision-making, draws on knowledge and experience to provide insight into immediate problems and situations and articulate the wider strategic implications



## 24. Board annual plan

Leads the planning of the board's activities each year to ensure that they reflect the organisation's strategic priorities



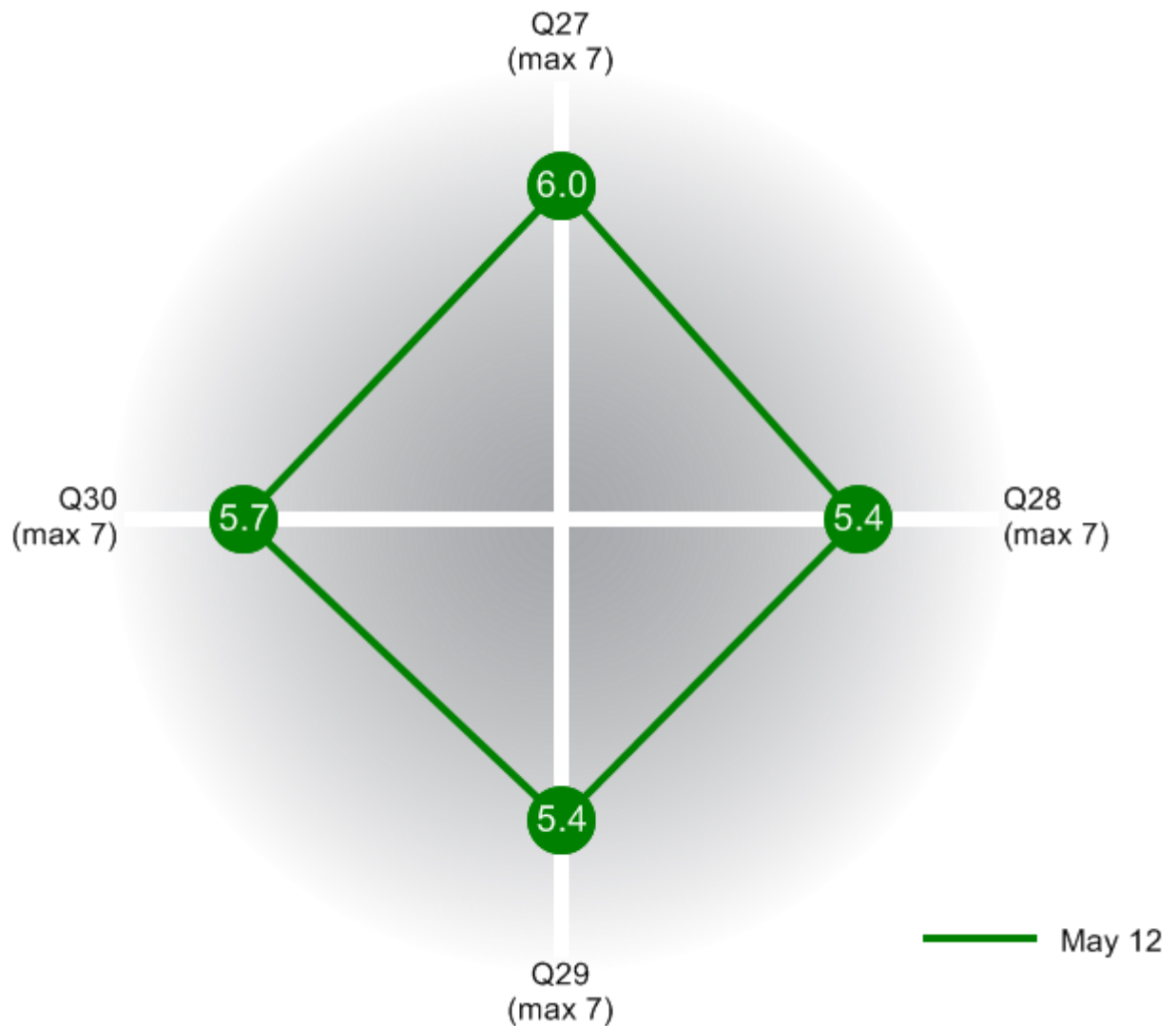


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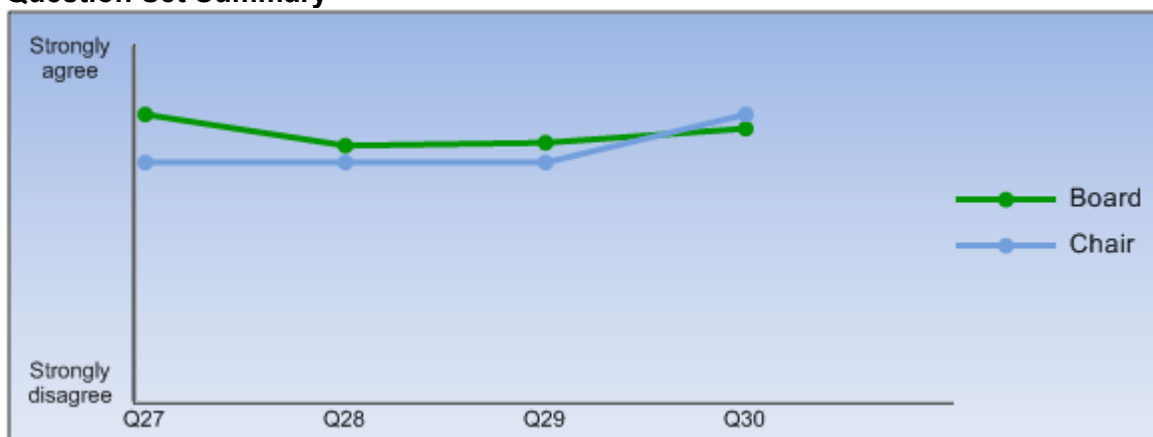


## Stakeholders (Chair)

### Question Set Summary (Board only)

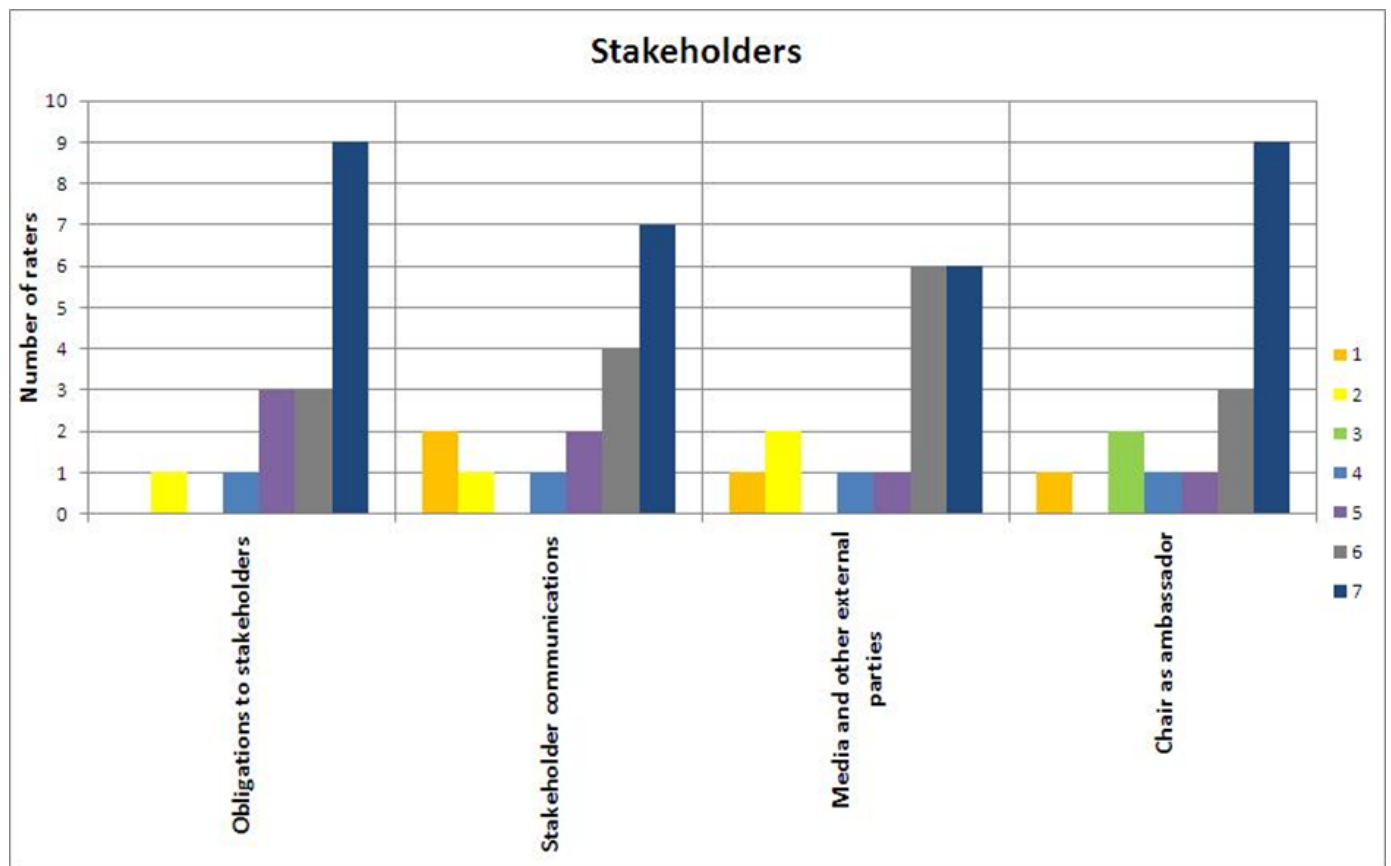


### Question Set Summary



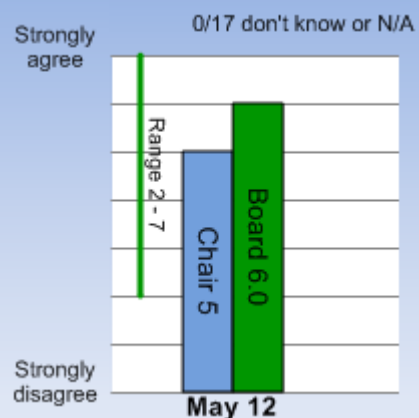
## Distribution of ratings – Stakeholders

			RATINGS													
	#	Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
STAKEHOLDERS	27	Obligations to stakeholders			1		1	3	3	9	17	6.0	7	7	1.41	5
	28	Stakeholder communications		2	1		1	2	4	7	17	5.4	6	7	2.12	5
	29	Media and other external parties		1	2		1	1	6	6	17	5.4	6	6	1.97	5
	30	Chair as ambassador		1		2	1	1	3	9	17	5.7	7	7	1.86	6

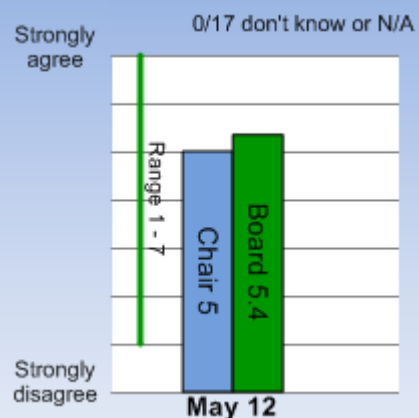


**27. Obligations to stakeholders**

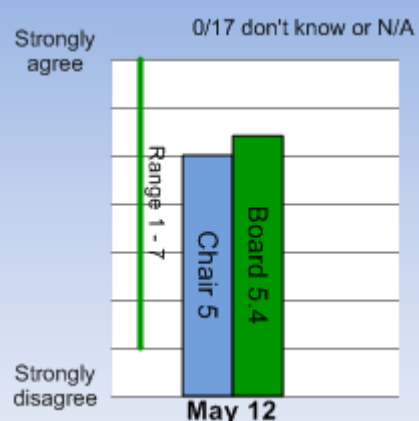
Has a thorough knowledge of the organisation's obligations to key stakeholders and ensures stakeholder expectations are being met

**28. Stakeholder communications**

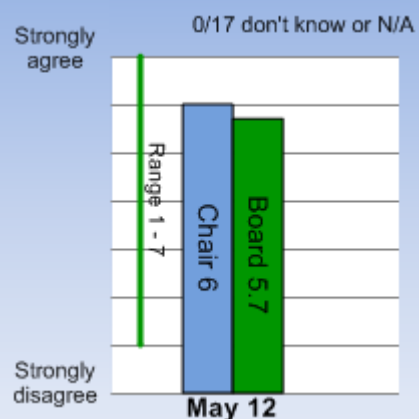
In conjunction with the Chief Executive, positively represents the best interests of the organisation in proactive communication with stakeholders

**29. Media and other external parties**

In conjunction with The President and CEO positively represents the board and the organisation to the media and other interested parties

**30. Chair as ambassador**

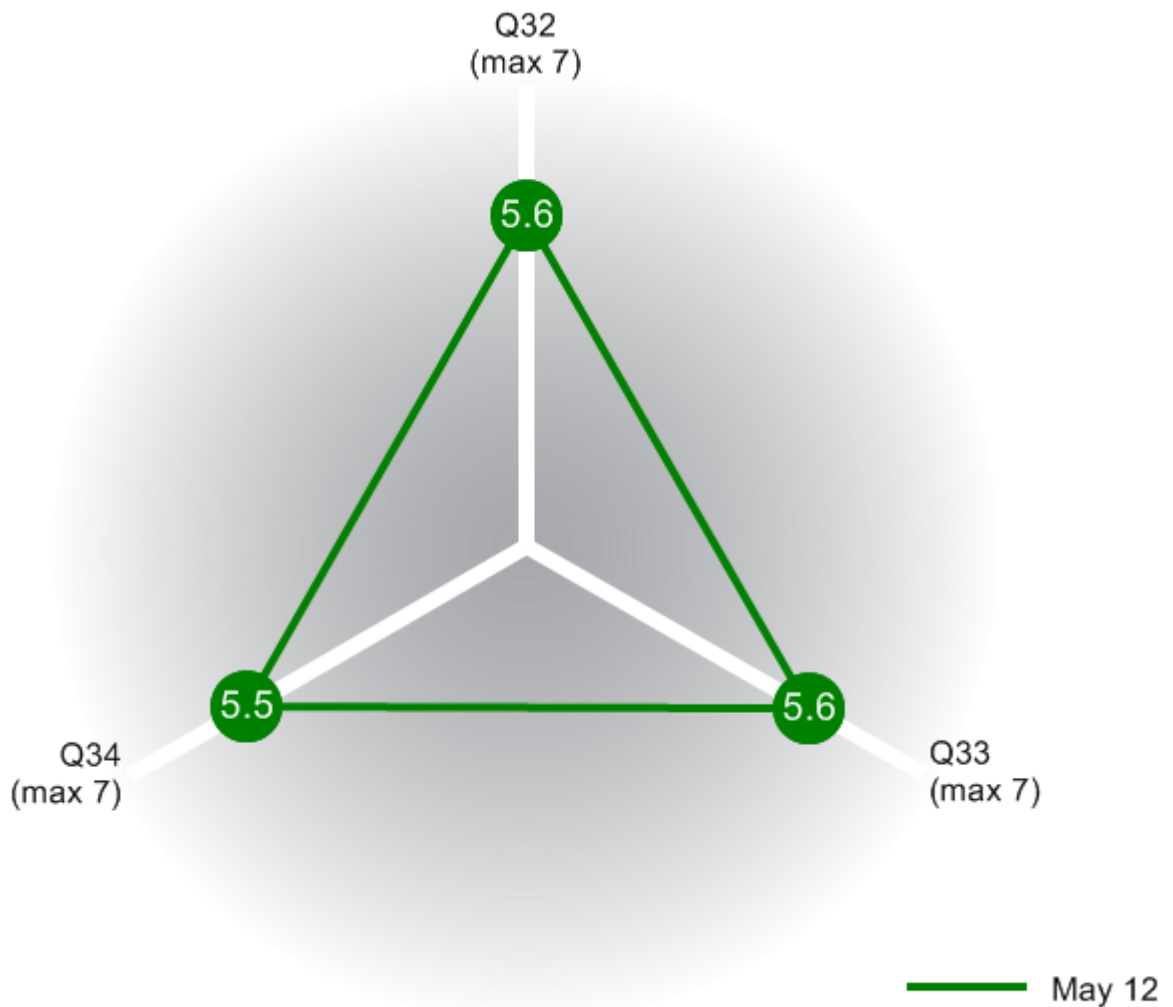
Is a key ambassador for the organisation, building its reputation and public understanding of its vision and purpose



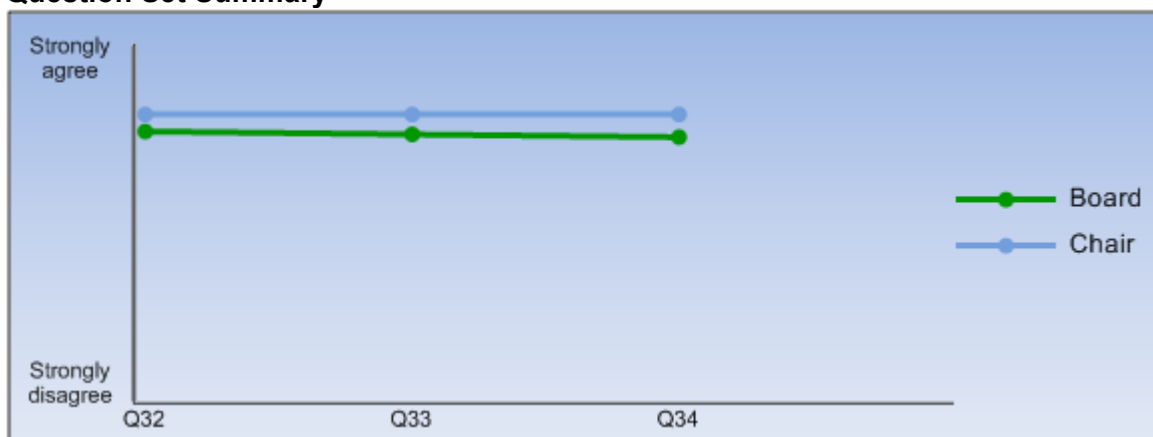
[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

## Conformance (Chair)

### Question Set Summary (Board only)

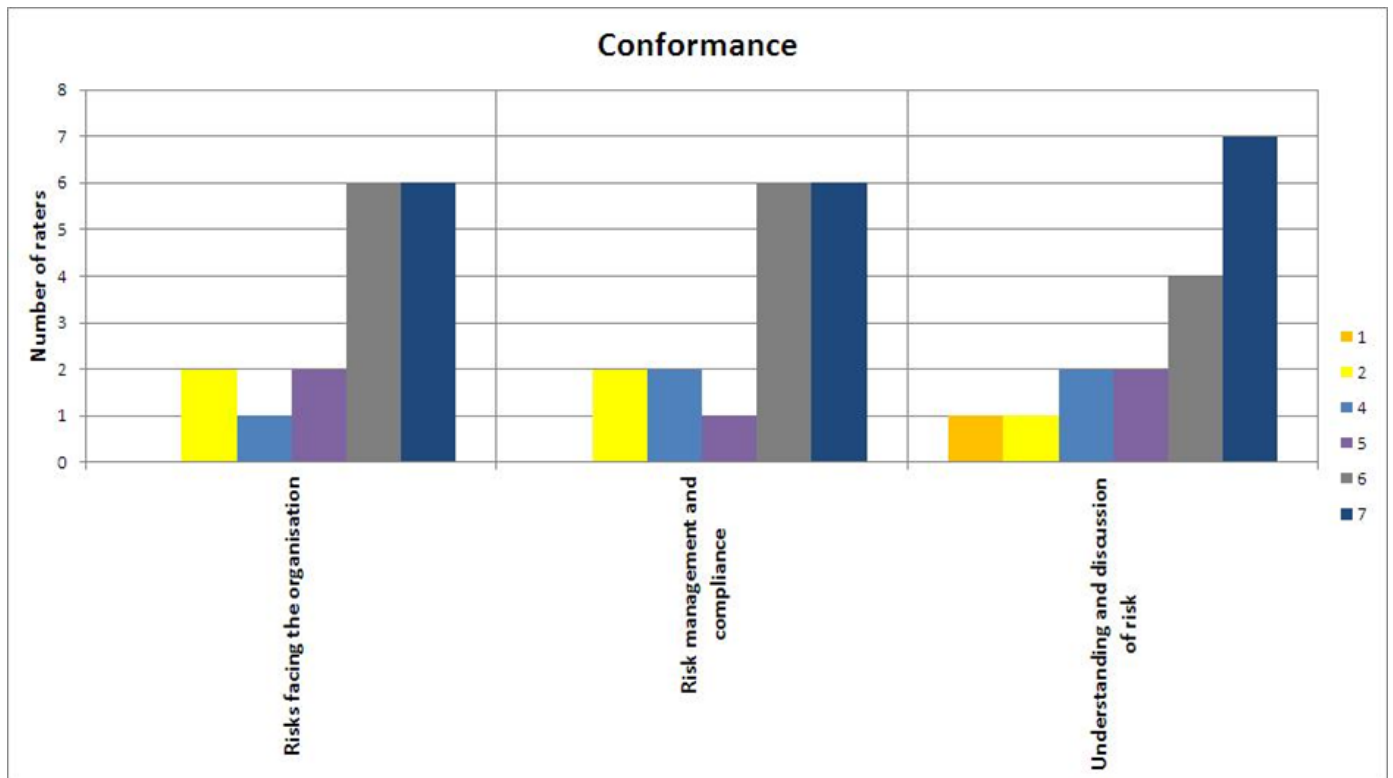


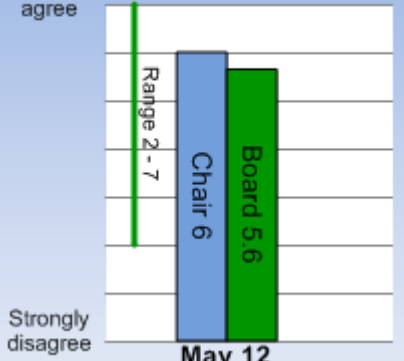
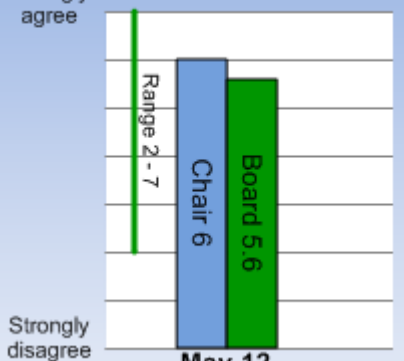
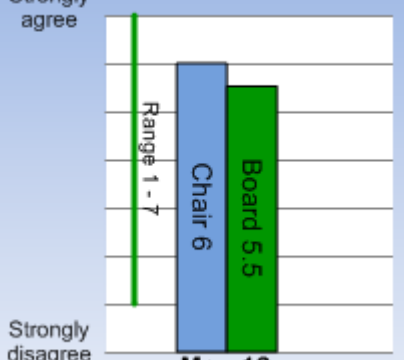
### Question Set Summary



## Distribution of ratings – Conformance

			RATINGS													
	#	Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
CONFORMANCE	32	Risks facing the organisation			2		1	2	6	6	17	5.6	6	6	1.62	6
	33	Risk management and compliance			2		2	1	6	6	17	5.6	6	6	1.66	6
	34	Understanding and discussion of risk		1	1		2	2	4	7	17	5.5	6	7	1.84	6

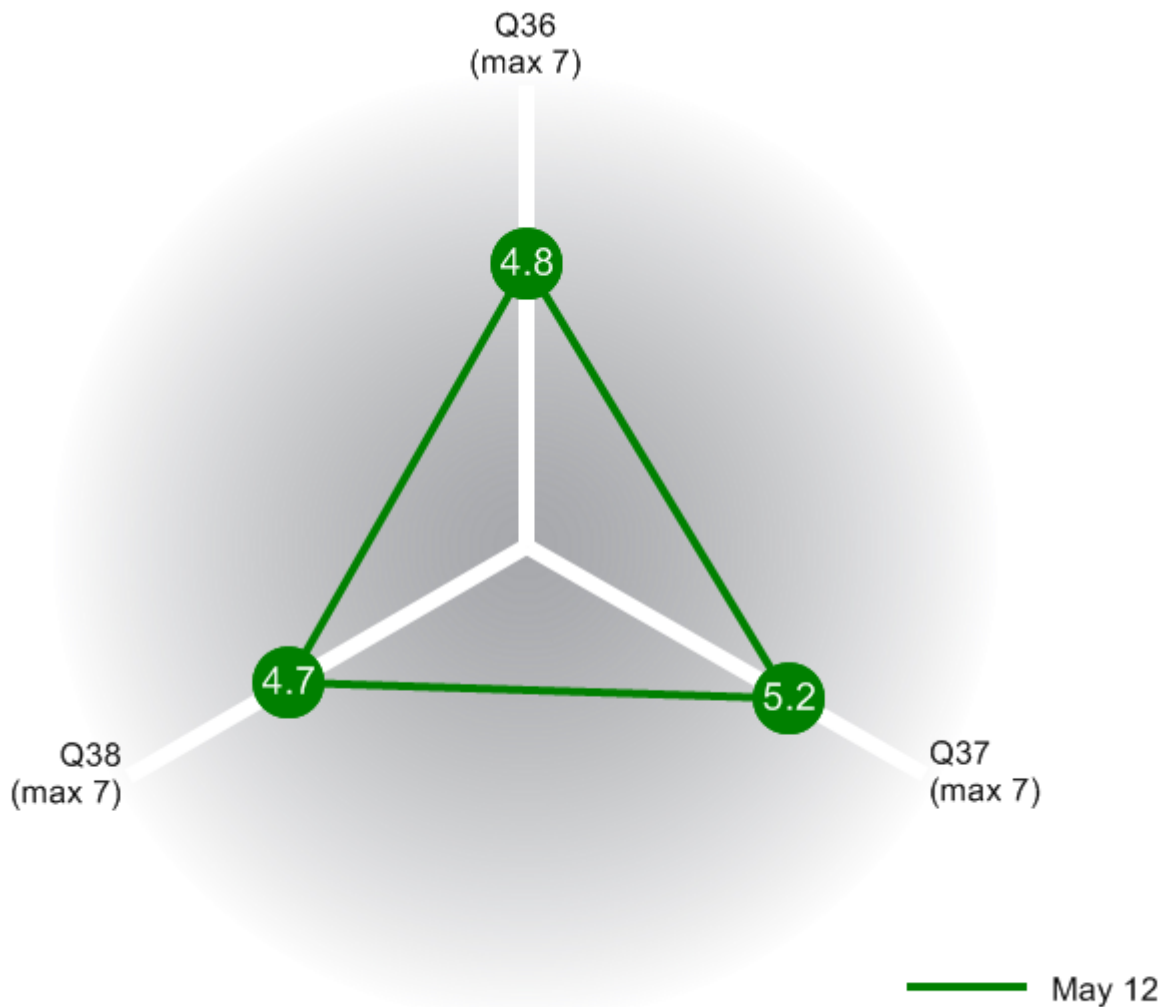


<p><b>32. Risks facing the organisation</b> Is well-informed about the risks facing the organisation</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Strongly disagree</p> <p>Range 2 - 7</p> <p>Chair 6</p> <p>Board 5.6</p> <p>May 12</p>
<p><b>33. Risk management and compliance</b> Advocates and contributes to good practice in the organisation's risk management</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Strongly disagree</p> <p>Range 2 - 7</p> <p>Chair 6</p> <p>Board 5.6</p> <p>May 12</p>
<p><b>34. Understanding and discussion of risk</b> Ensures that the board has the opportunity to understand and discuss risks facing the organisation</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Strongly disagree</p> <p>Range 1 - 7</p> <p>Chair 6</p> <p>Board 5.5</p> <p>May 12</p>

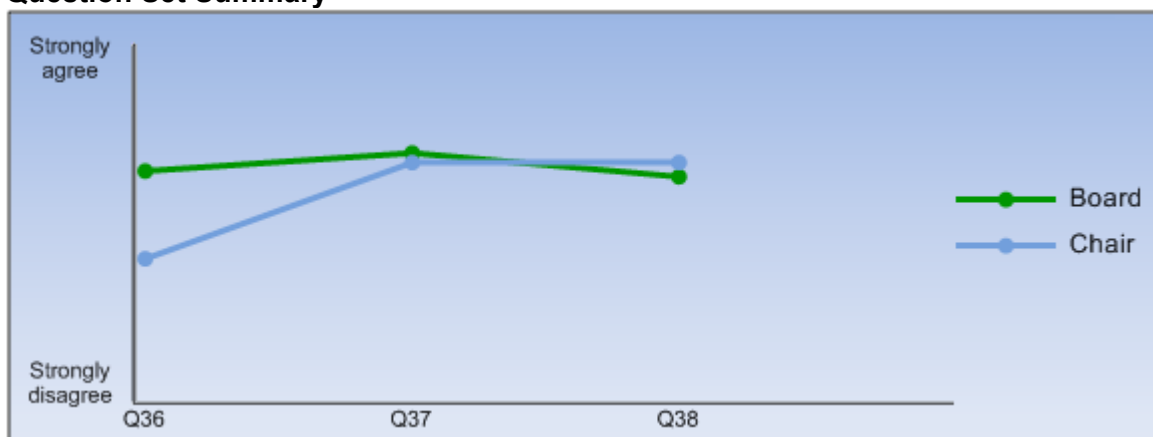
[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

## Performance (Chair)

### Question Set Summary (Board only)

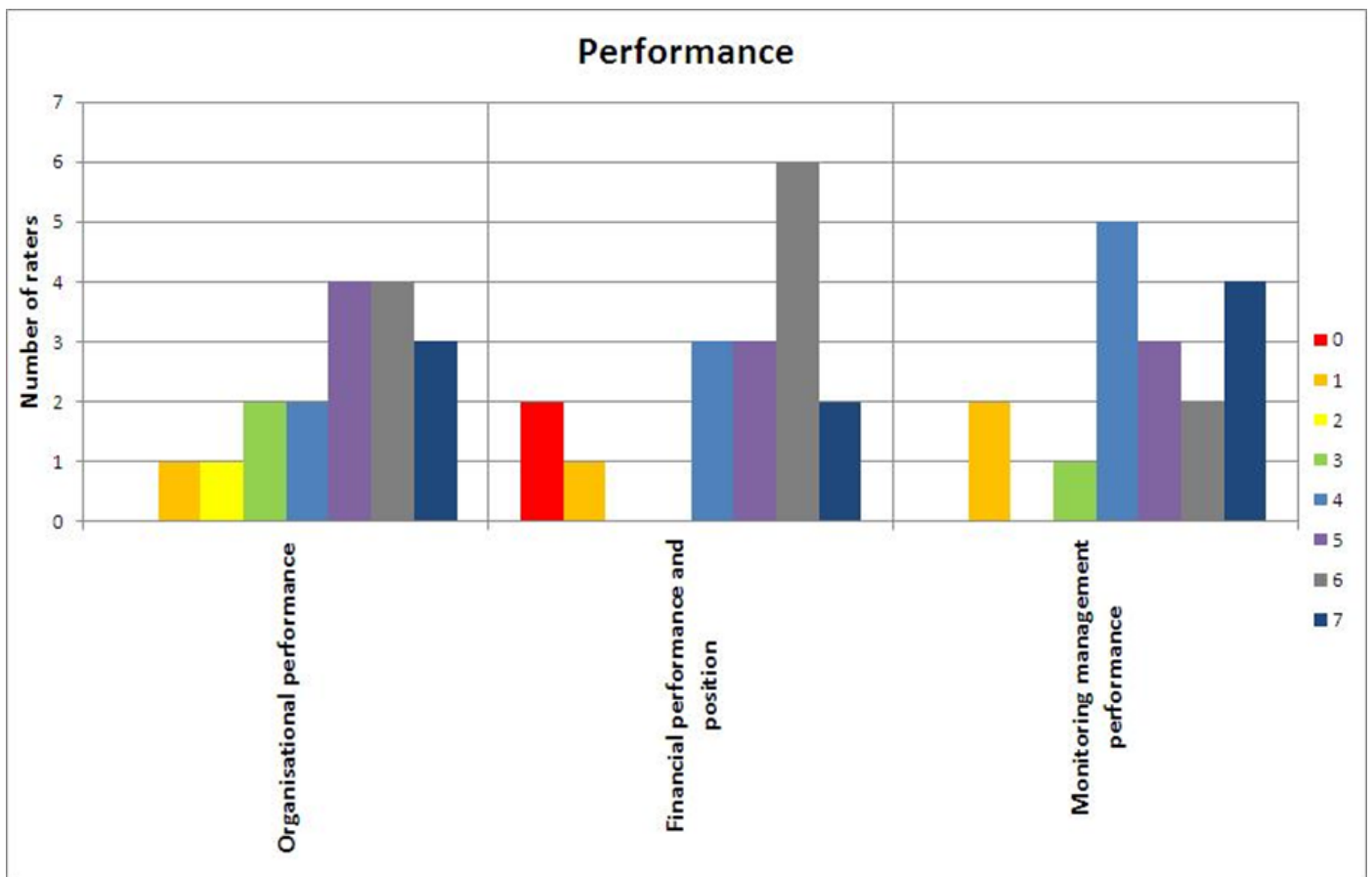


### Question Set Summary

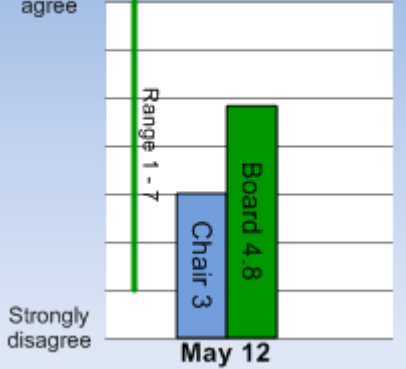
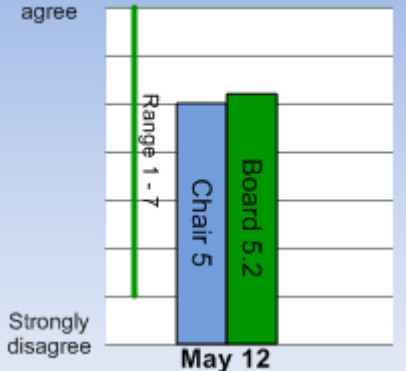
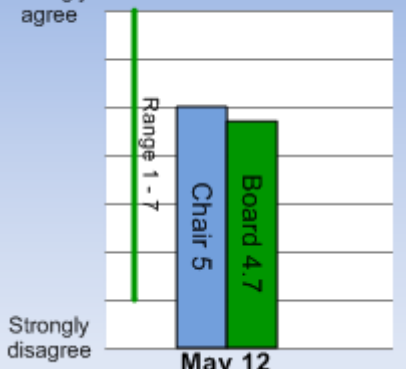


## Distribution of ratings – Performance

			RATINGS													
	#	Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
PERFORMANCE	36	Organisational performance		1	1	2	2	4	4	3	17	4.8	5	5	1.78	3
	37	Financial performance and position	2	1			3	3	6	2	17	5.2	6	6	1.52	5
	38	Monitoring management performance		2		1	5	3	2	4	17	4.7	5	4	1.90	5



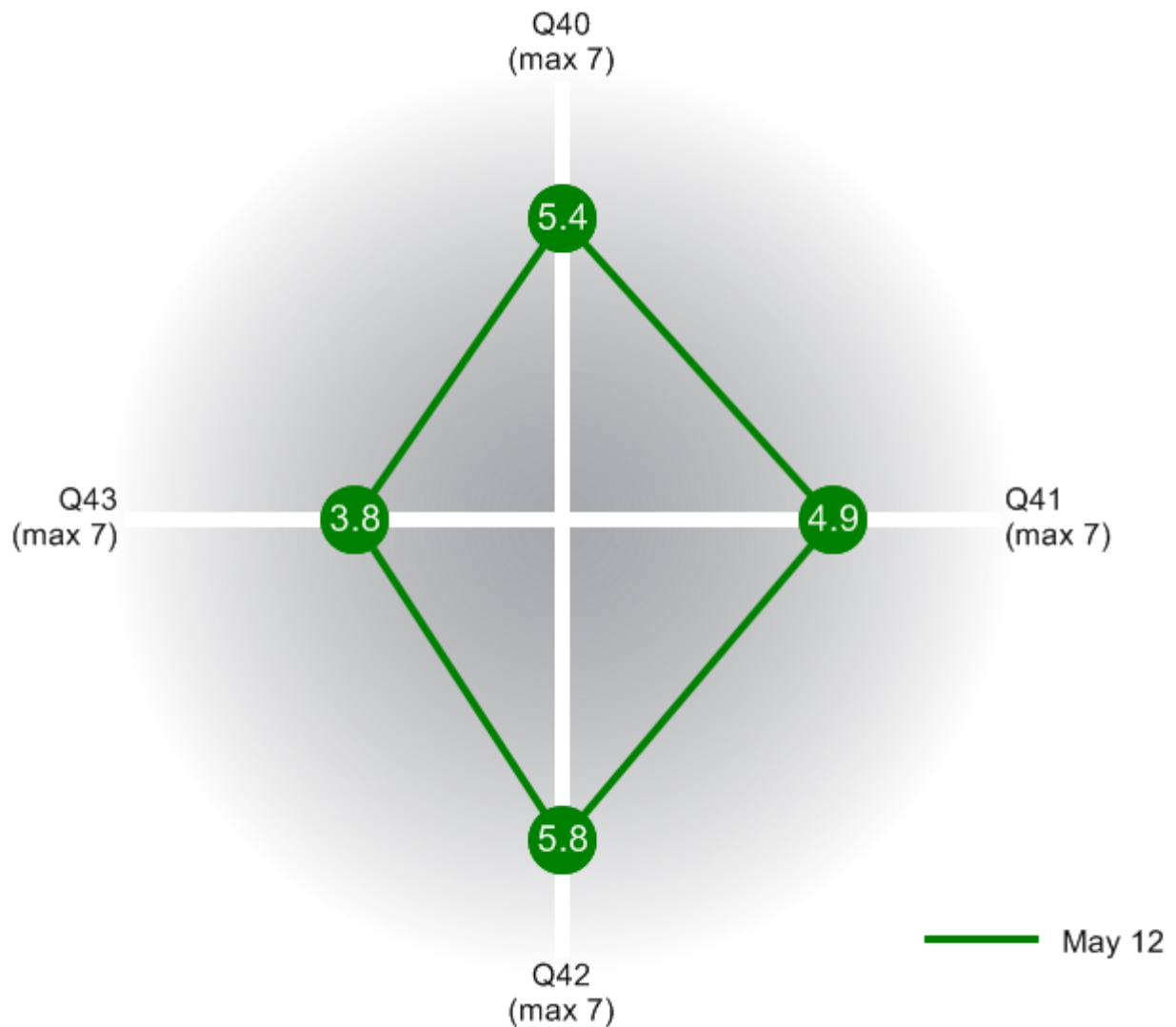


<p><b>36. Organisational performance</b> Advocates clear objectives, measures and accountabilities to bring about superior organisational performance</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Strongly disagree</p> <p>Range 1 - 7</p> <p>Chair 3</p> <p>Board 4.8</p> <p>May 12</p>
<p><b>37. Financial performance and position</b> Has a sound understanding of and effectively monitors the organisation's financial position</p>	<p>Strongly agree 2/17 don't know or N/A</p>  <p>Strongly disagree</p> <p>Range 1 - 7</p> <p>Chair 5</p> <p>Board 5.2</p> <p>May 12</p>
<p><b>38. Monitoring management performance</b> Monitors and assesses the performance of the Chief Executive and provides him/her with constructive and timely feedback</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Strongly disagree</p> <p>Range 1 - 7</p> <p>Chair 5</p> <p>Board 4.7</p> <p>May 12</p>

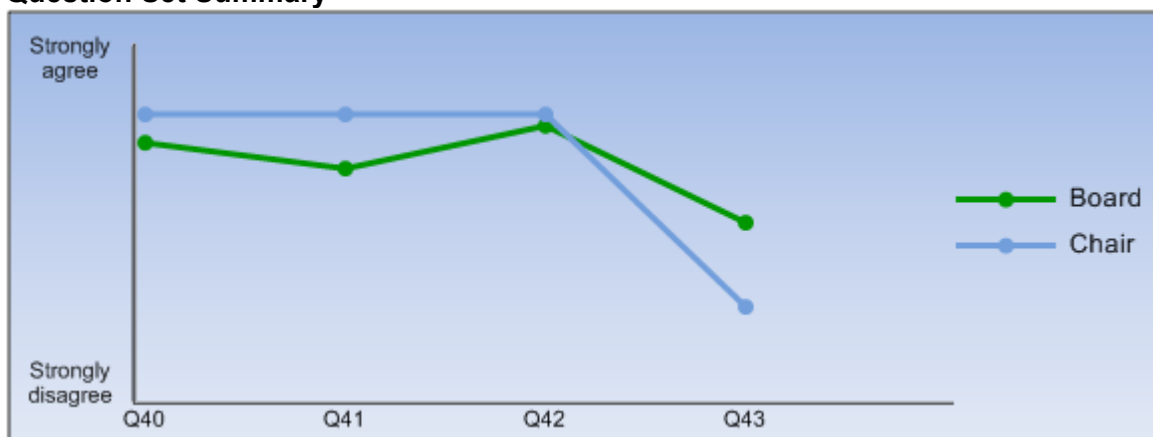
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## Management and board (Chair)

### Question Set Summary (Board only)

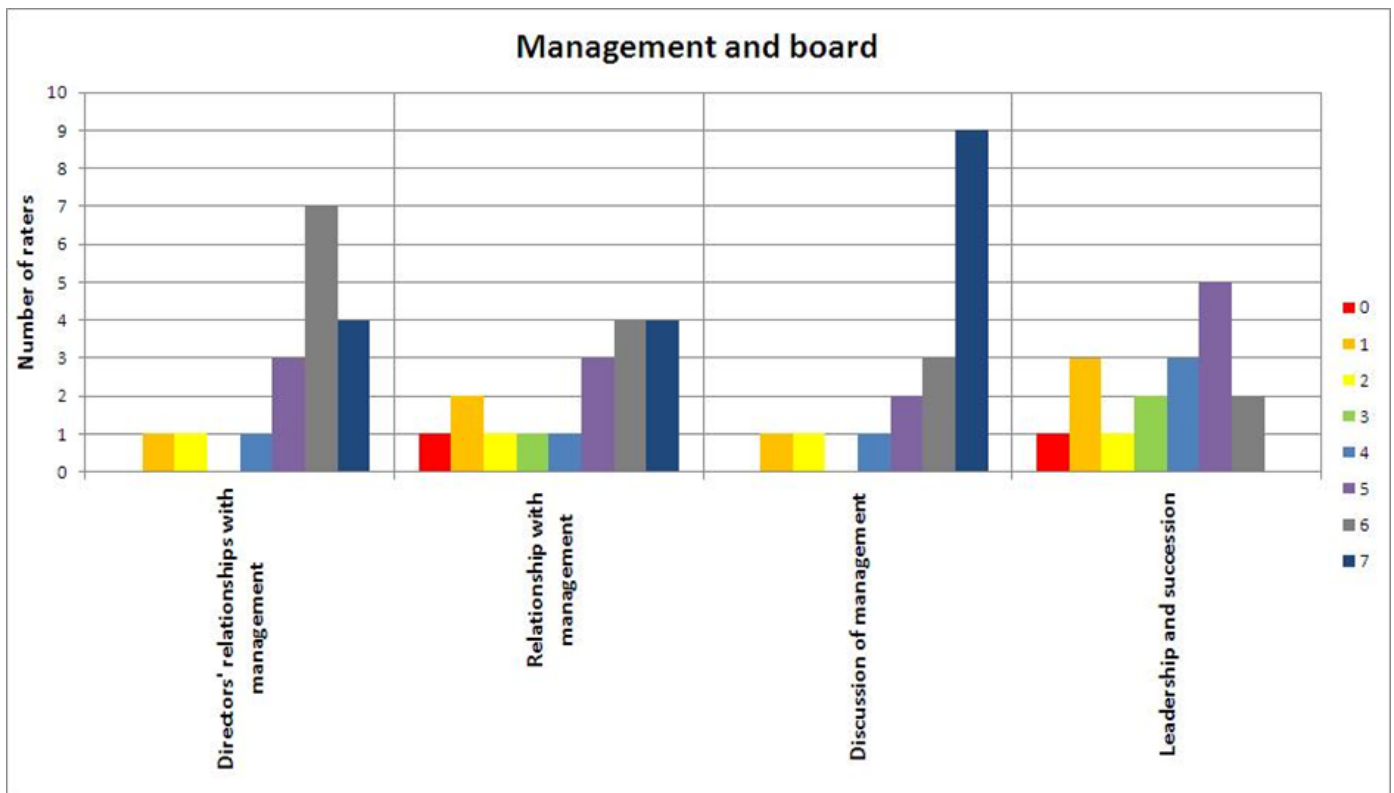


### Question Set Summary



## Distribution of results – Management and board

	#		RATINGS													
		Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
MANAGEMENT AND BOARD	40	Directors' relationships with management		1	1		1	3	7	4	17	5.4	6	6	1.70	6
	41	Relationship with management	1	2	1	1	1	3	4	4	17	4.9	6	6	2.09	6
	42	Discussion of management		1	1		1	2	3	9	17	5.8	7	7	1.86	6
	43	Leadership and succession	1	3	1	2	3	5	2		17	3.8	4	5	1.73	2

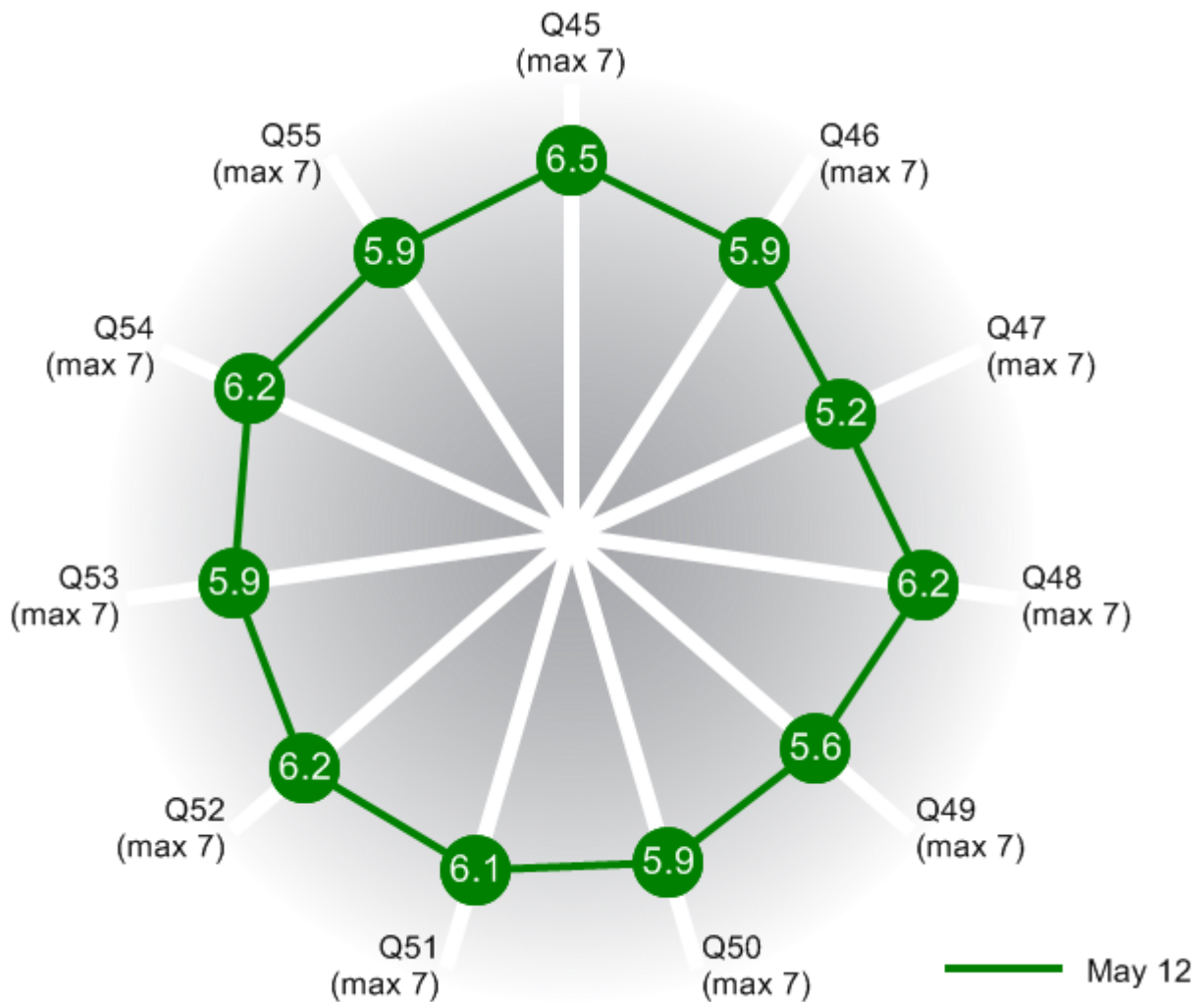


<p><b>40. Directors' relationships with management</b> Is alert to the emergence of adversarial relationships between directors and management and encourages constructive engagement at all times</p>	<p>Strongly agree 0/17 don't know or N/A</p> <p>Range 1 - 7</p> <p>Chair 6</p> <p>Board 5.4</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>41. Relationship with management</b> Regularly interacts with the Chief Executive and has an effective working relationship with key staff</p>	<p>Strongly agree 1/17 don't know or N/A</p> <p>Range 1 - 7</p> <p>Chair 6</p> <p>Board 4.9</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>42. Discussion of management</b> Ensures that management relationships and issues are discussed openly with fellow directors</p>	<p>Strongly agree 0/17 don't know or N/A</p> <p>Range 1 - 7</p> <p>Chair 6</p> <p>Board 5.8</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>43. Leadership and succession</b> In conjunction with the board and Chief Executive, ensures that there are development programmes and succession plans in place for organisation's leaders</p>	<p>Strongly agree 1/17 don't know or N/A</p> <p>Range 1 - 6</p> <p>Chair 2</p> <p>Board 3.8</p> <p>Strongly disagree</p> <p>May 12</p>

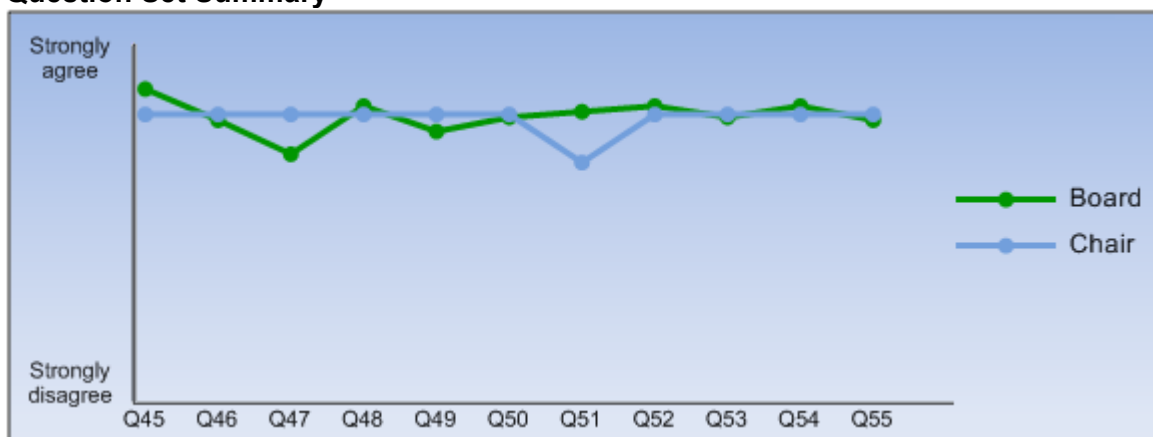
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## Culture (Chair)

### Question Set Summary (Board only)

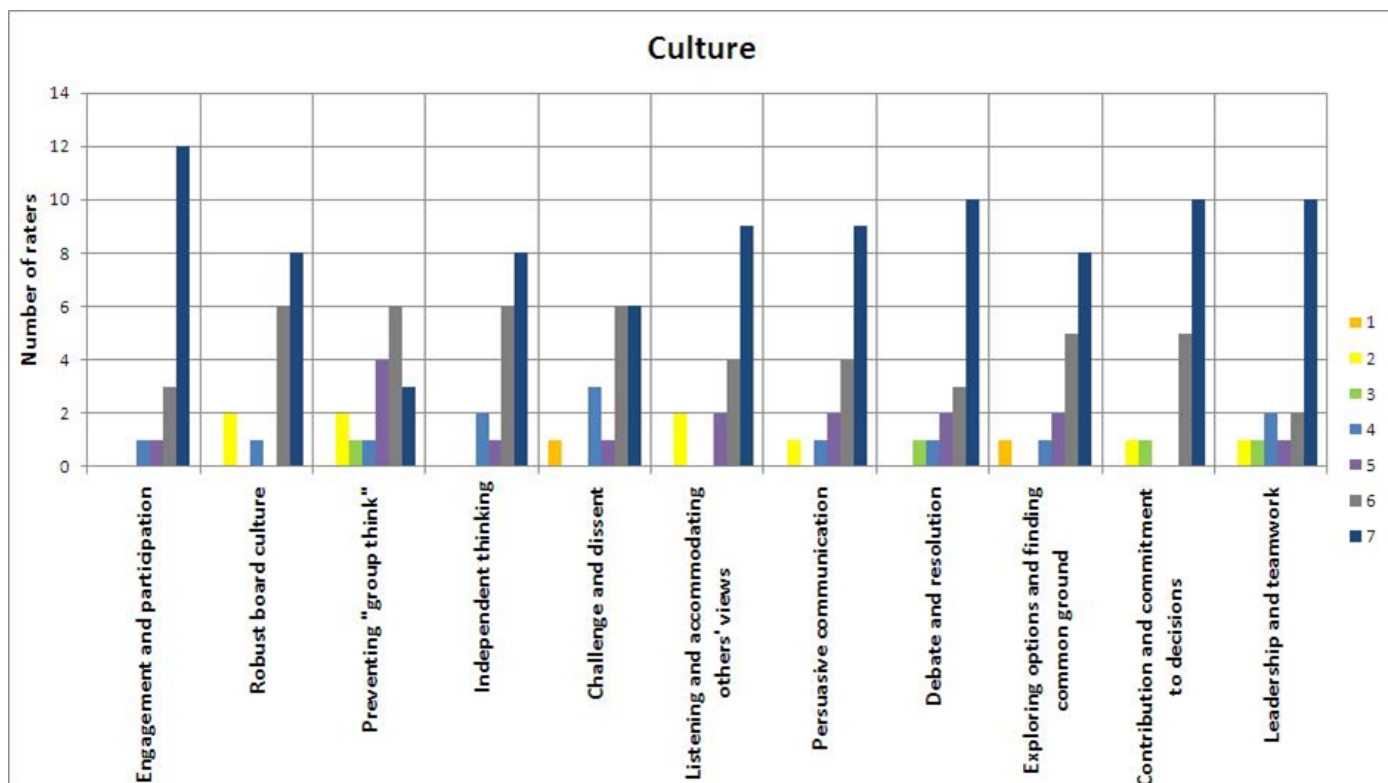


### Question Set Summary



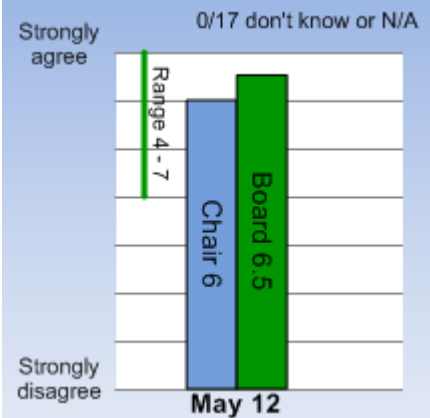
## Distribution of results – Culture

			RATINGS													
	#	Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
CULTURE	45	Engagement and participation					1	1	3	12	17	6.5	7	7	0.87	6
	46	Robust board culture			2		1		6	8	17	5.9	6	7	1.65	6
	47	Preventing "group think"			2	1	1	4	6	3	17	5.2	6	6	1.59	6
	48	Independent thinking					2	1	6	8	17	6.2	6	7	1.01	6
	49	Challenge and dissent		1			3	1	6	6	17	5.6	6	6	1.62	6
	50	Listening and accommodating others' views			2			2	4	9	17	5.9	7	7	1.64	6
	51	Persuasive communication			1		1	2	4	9	17	6.1	7	7	1.39	5
	52	Debate and resolution				1	1	2	3	10	17	6.2	7	7	1.24	6
	53	Exploring options and finding common ground		1			1	2	5	8	17	5.9	6	7	1.56	6
	54	Contribution and commitment to decisions			1	1			5	10	17	6.2	7	7	1.47	6
	55	Leadership and teamwork			1	1	2	1	2	10	17	5.9	7	7	1.65	6



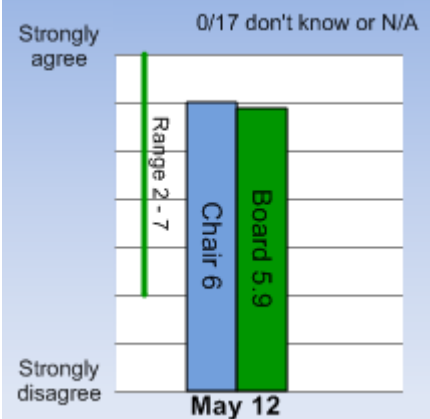
**45. Engagement and participation**

Is fully engaged on all matters before the board and actively encourages all board members to contribute to meeting discussions and decisions



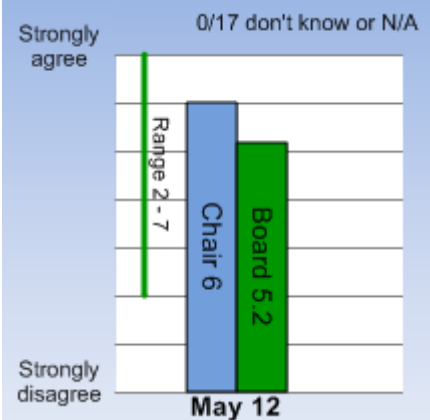
**46. Robust board culture**

Fosters a robust board culture and encourages fellow directors to explore and resolve differences of opinion



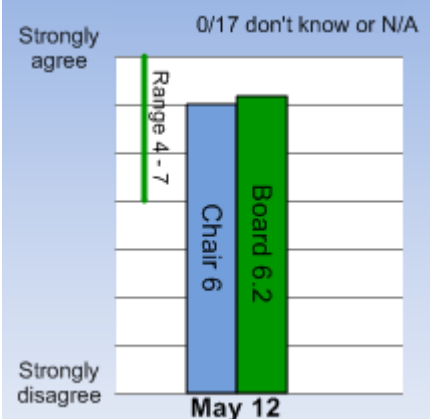
**47. Preventing "group think"**

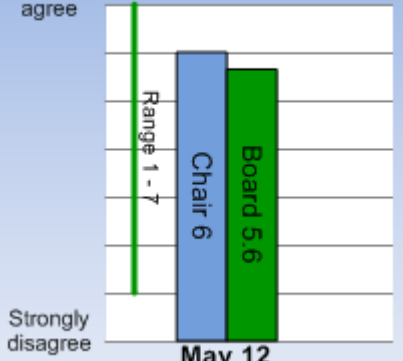
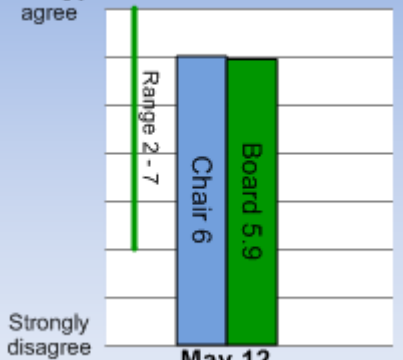
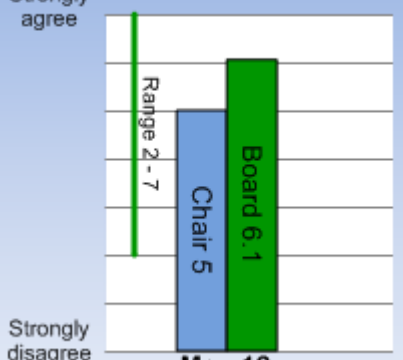
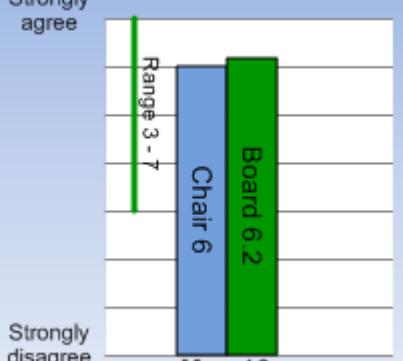
Identifies and combats group think tendencies and decision-making biases



**48. Independent thinking**

Where necessary, is resolute in maintaining his/her own views and resisting pressure from others

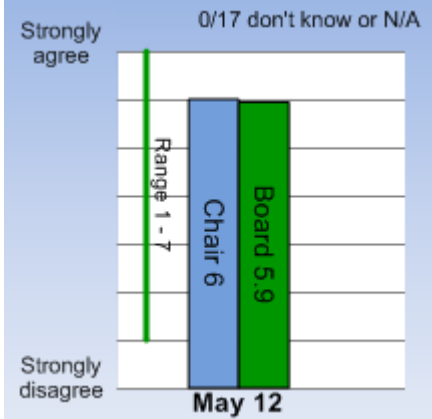


<p><b>49. Challenge and dissent</b> Challenges fellow directors' assumptions, raises concerns and expresses dissenting views if necessary, but is prepared to end it and move on</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Range 1 - 7</p> <p>Chair 6 Board 5.6</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>50. Listening and accommodating others' views</b> Listens attentively to others' views and elicits effective listening by the board; alters stances where appropriate</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Range 2 - 7</p> <p>Chair 6 Board 5.9</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>51. Persuasive communication</b> Is articulate, logical and argues points of view persuasively</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Range 2 - 7</p> <p>Chair 5 Board 6.1</p> <p>Strongly disagree</p> <p>May 12</p>
<p><b>52. Debate and resolution</b> Values and encourages rigorous debate, but guides the board towards resolution by keeping discussions focused on key issues and the decision at hand</p>	<p>Strongly agree 0/17 don't know or N/A</p>  <p>Range 3 - 7</p> <p>Chair 6 Board 6.2</p> <p>Strongly disagree</p> <p>May 12</p>



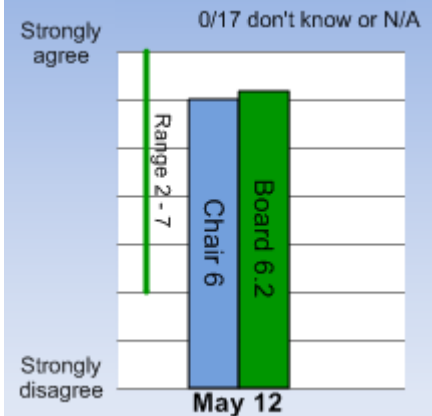
**53. Exploring options and finding common ground**

Explores options and finds common ground to enable the board to make collective decisions, but does not insist on unanimity in all cases



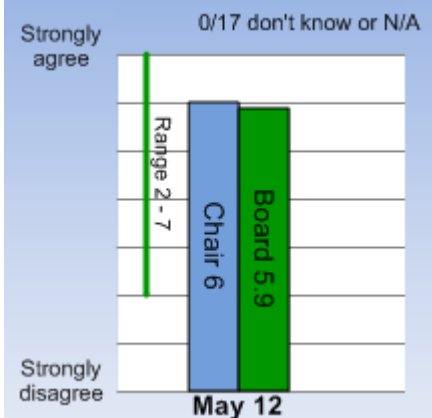
**54. Contribution and commitment to decisions**

Makes a valuable contribution to board decision-making and commits to collective decisions once made



**55. Leadership and teamwork**

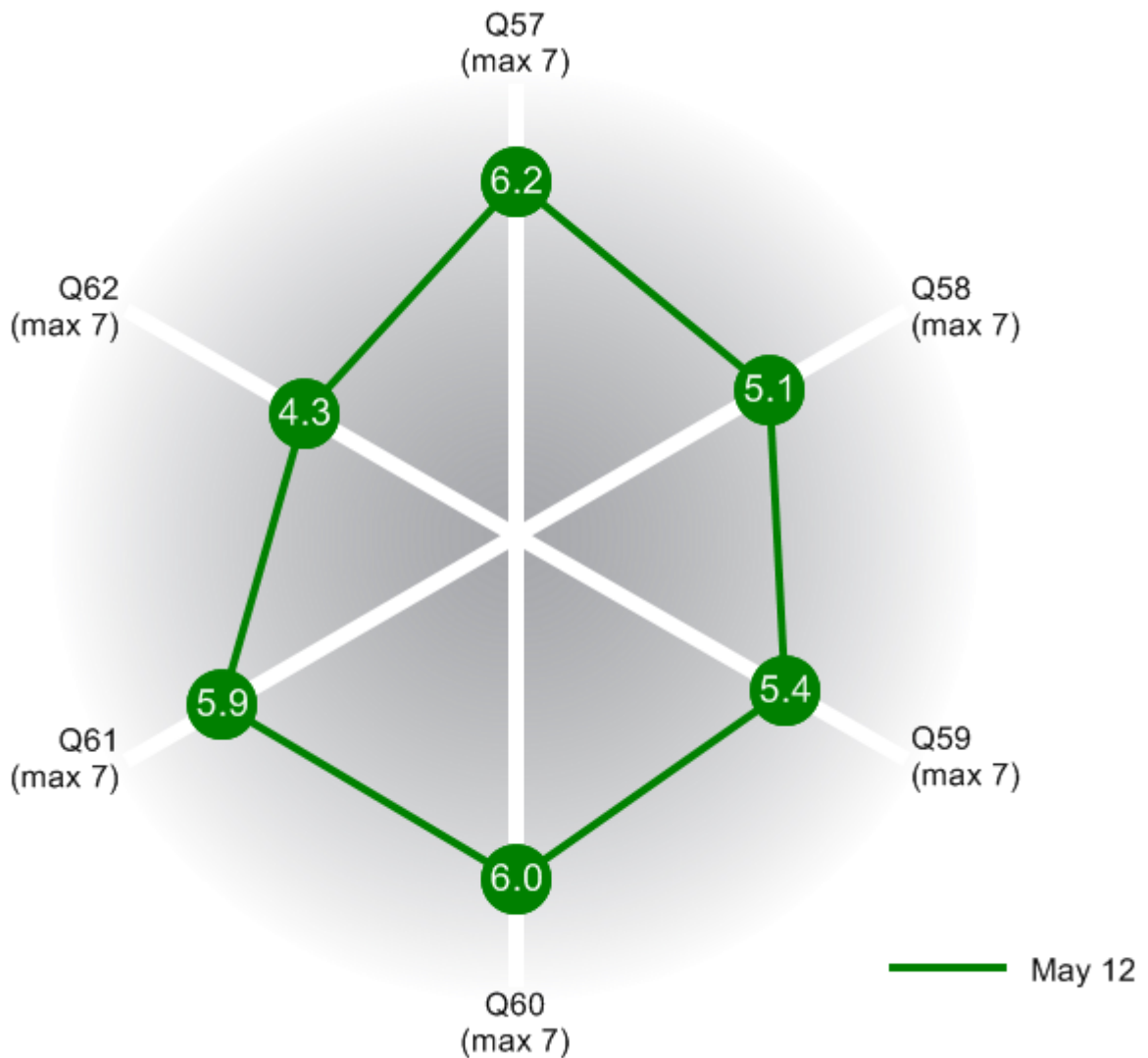
Is a committed and confident leader, who encourages cohesion and effective teamwork at the board and will act to prevent the emergence of dysfunctional relationships amongst directors



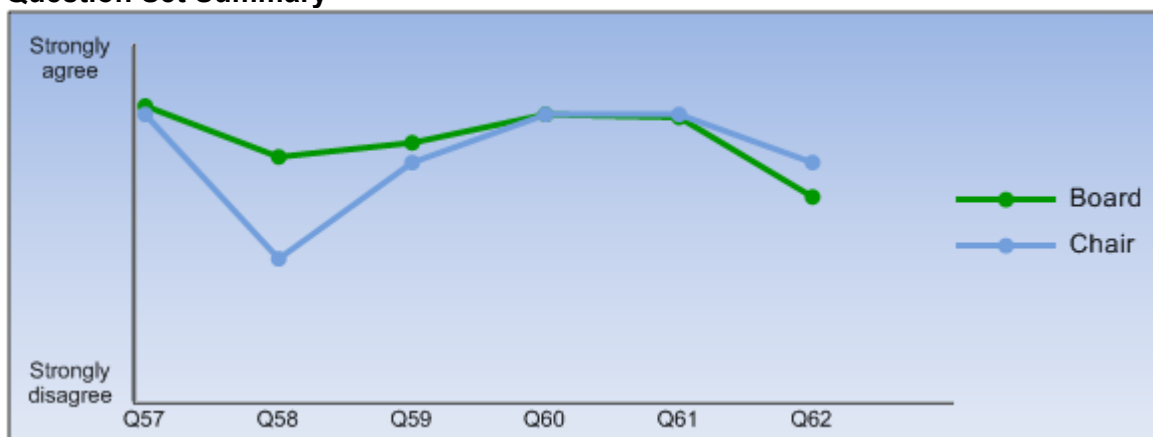
[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

## Capability (Chair)

### Question Set Summary (Board only)

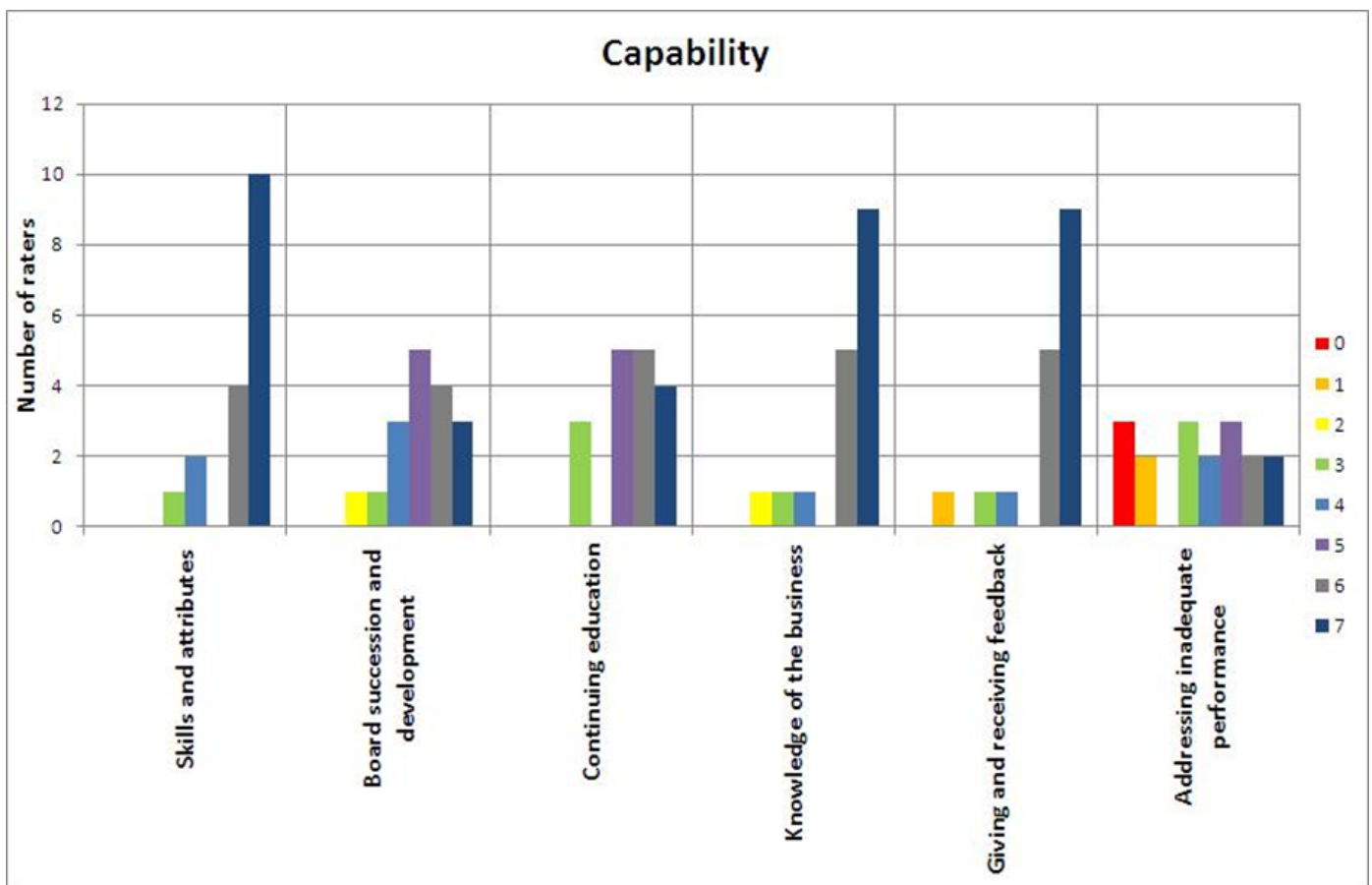


### Question Set Summary



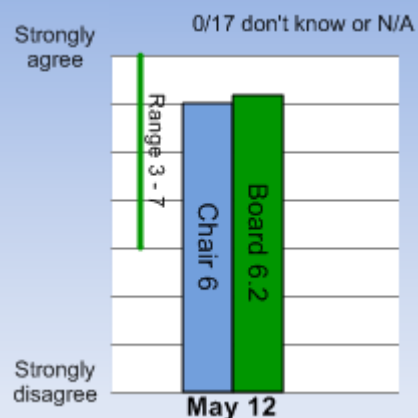
## Distribution of results – Capability

			RATINGS													
	#	Question name	DK or N/A	1	2	3	4	5	6	7	No. of raters	BD Av	Median	Mode	SD	Chair
CAPABILITY	57	Skills and attributes				1	2		4	10	17	6.2	7	7	1.29	6
	58	Board succession and development			1	1	3	5	4	3	17	5.1	5	5	1.41	3
	59	Continuing education				3		5	5	4	17	5.4	6	5	1.37	5
	60	Knowledge of the business			1	1	1		5	9	17	6.0	7	7	1.54	6
	61	Giving and receiving feedback		1		1	1		5	9	17	5.9	7	7	1.71	6
	62	Addressing inadequate performance	3	2		3	2	3	2	2	17	4.3	5	3	1.94	5



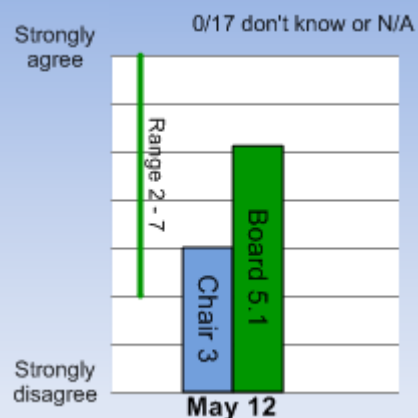
### 57. Skills and attributes

Brings skills and attributes that are important to the success of the organisation



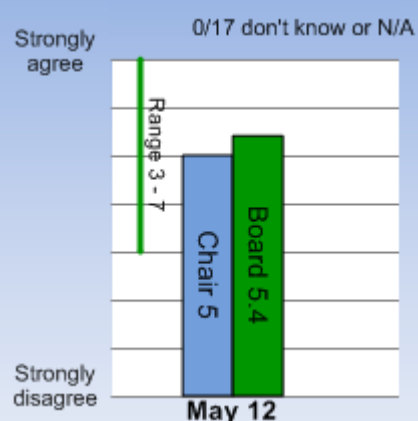
### 58. Board succession and development

Is effective in instigating and progressing discussions on board succession and creating development opportunities for board members



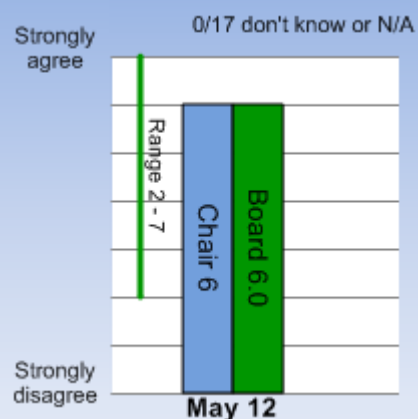
### 59. Continuing education

Is committed to his/her own and fellow directors' continuing professional education



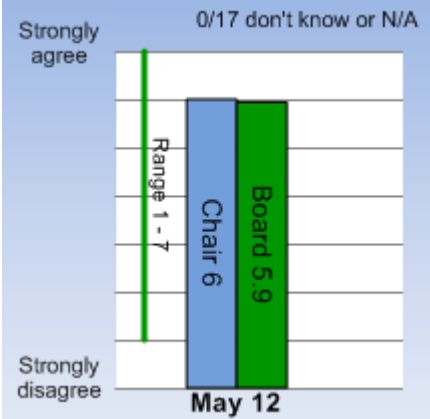
### 60. Knowledge of the business

Thoroughly understands the organisation's business and keeps up to date with issues



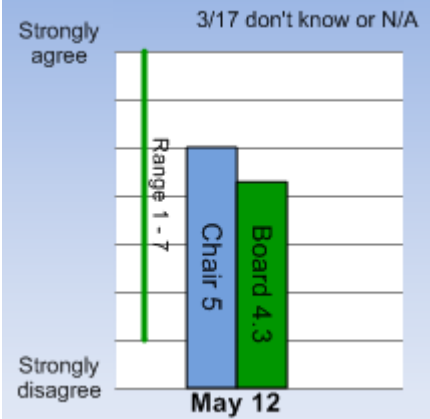
**61. Giving and receiving feedback**

Receives feedback positively and with a view to boosting his/her own and the board's collective performance



**62. Addressing inadequate performance**

Addresses inadequate performance by directors and is prepared, where appropriate, to ask recurrent non-performers to step down



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## Overall (Chair)

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[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

