



**ICANN  
Chair Appraisal  
For Peter Dengate Thrush  
24 November 2010**

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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:**

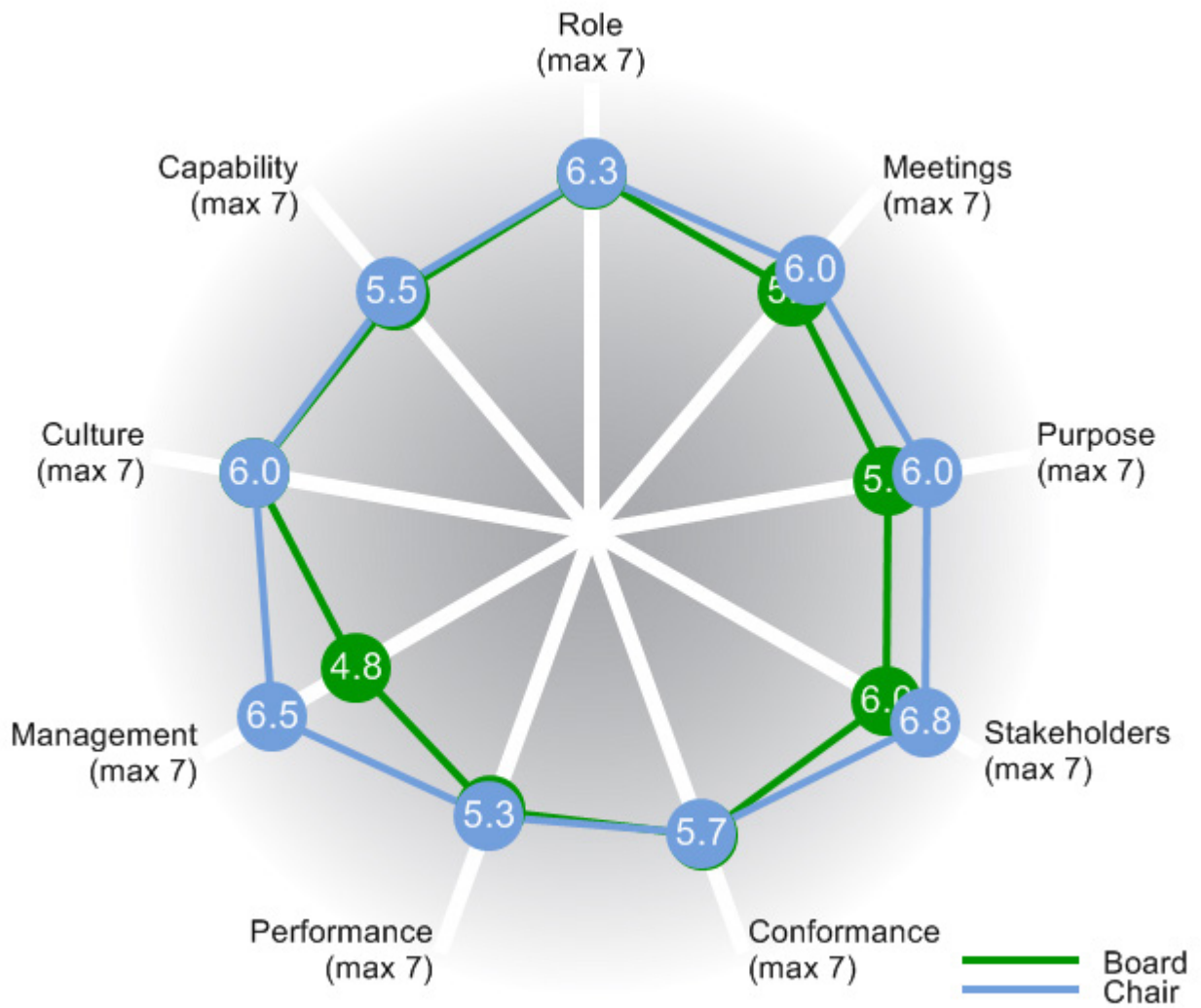
Don't know or N/A ratings are reported separately in text form at the top of each question graph

- 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:**

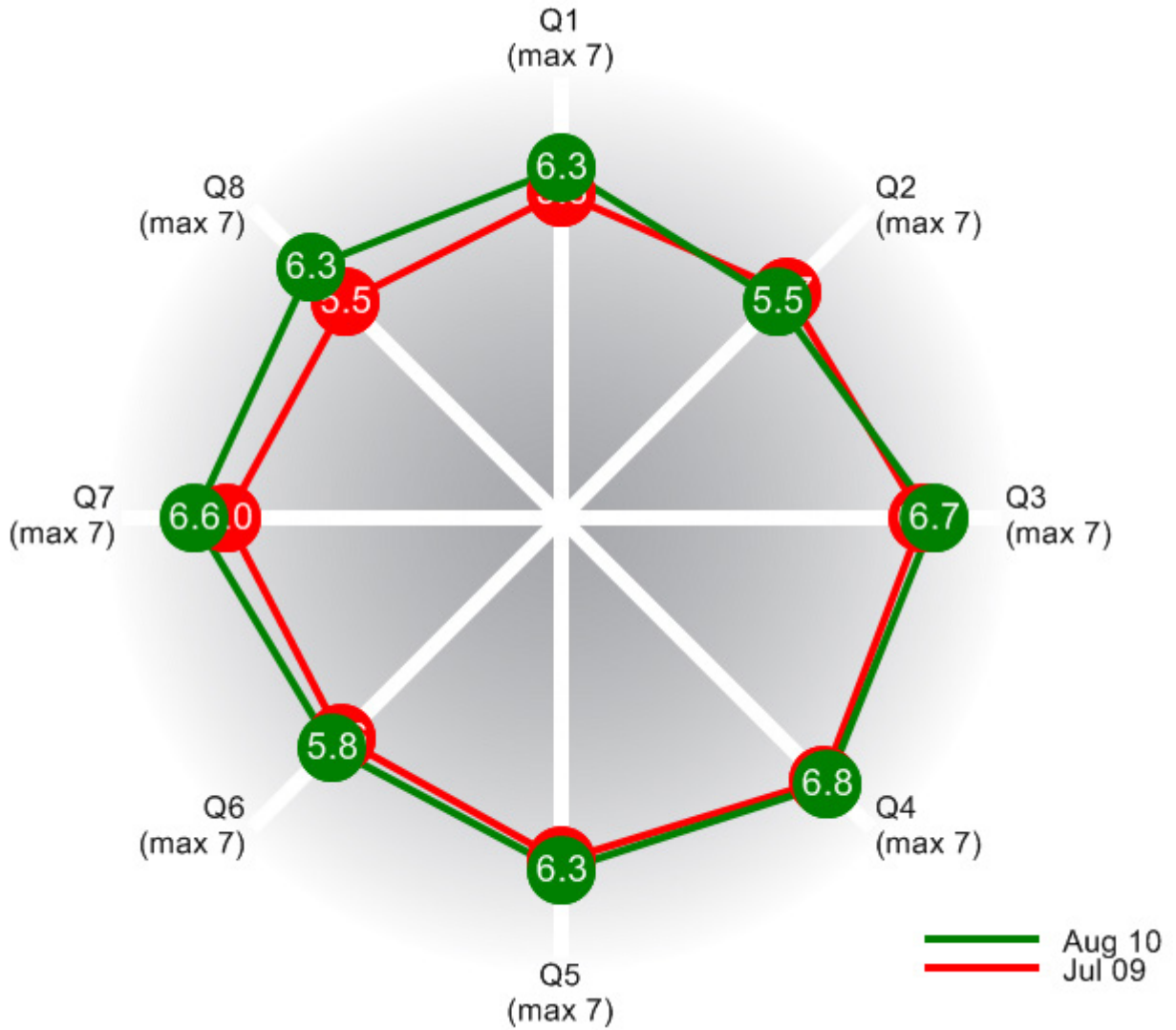
- Your own view of your levels of development
- Your level of development as perceived by your fellow directors and others who participate in board meetings.

# Average Rating by Section

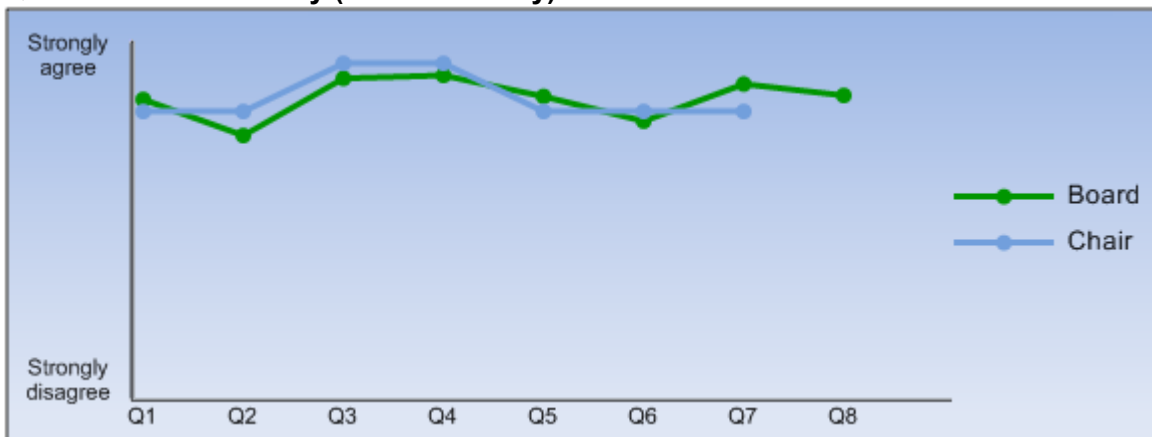


## Role (Chair)

### Question Set Summary (Board only)

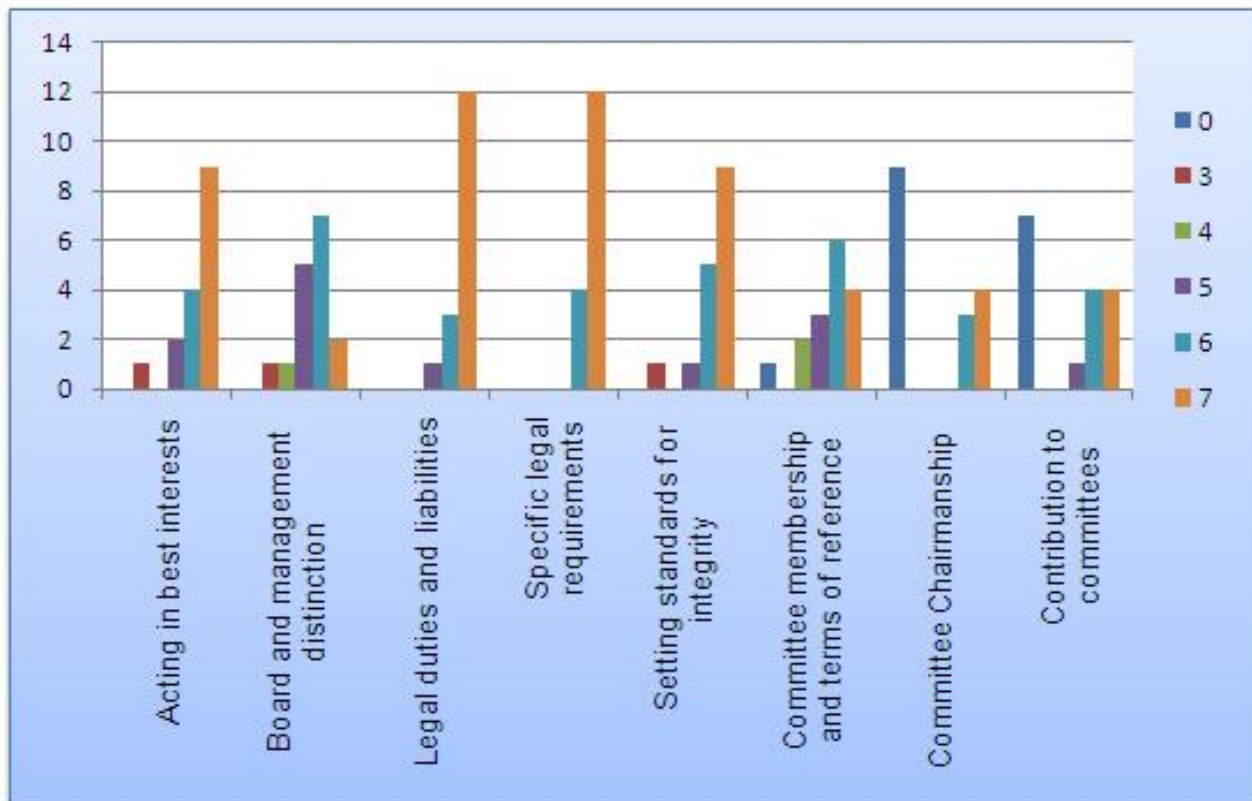


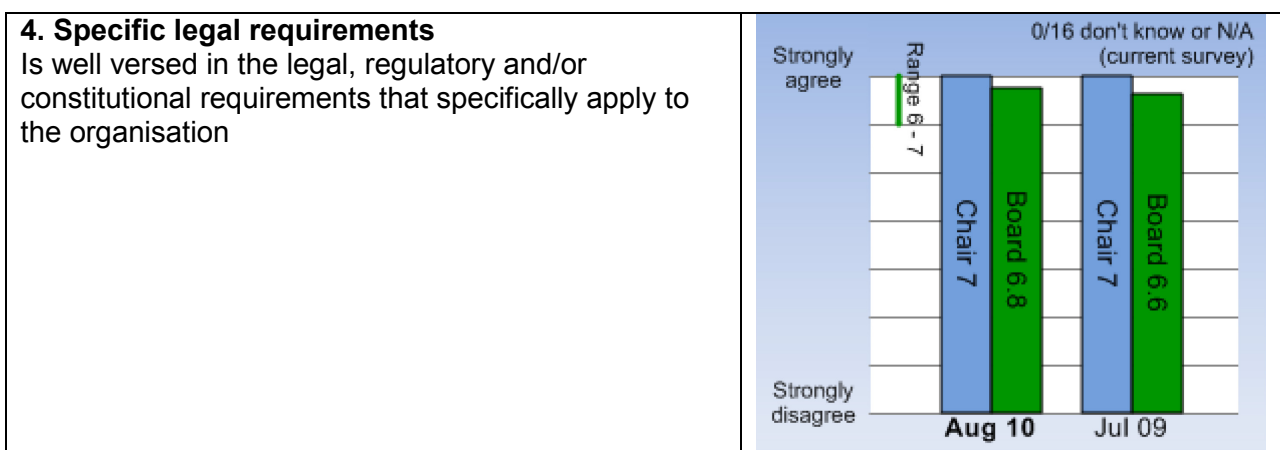
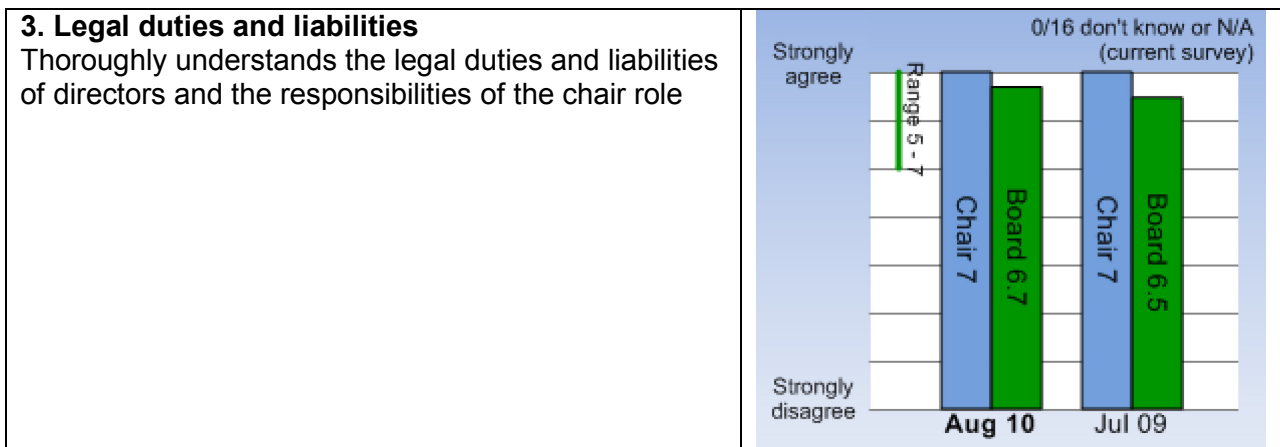
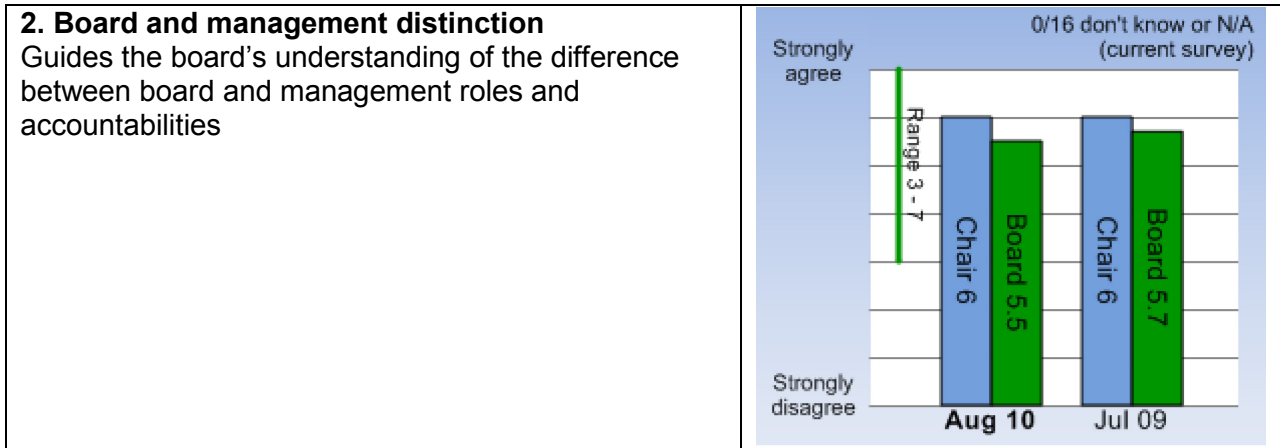
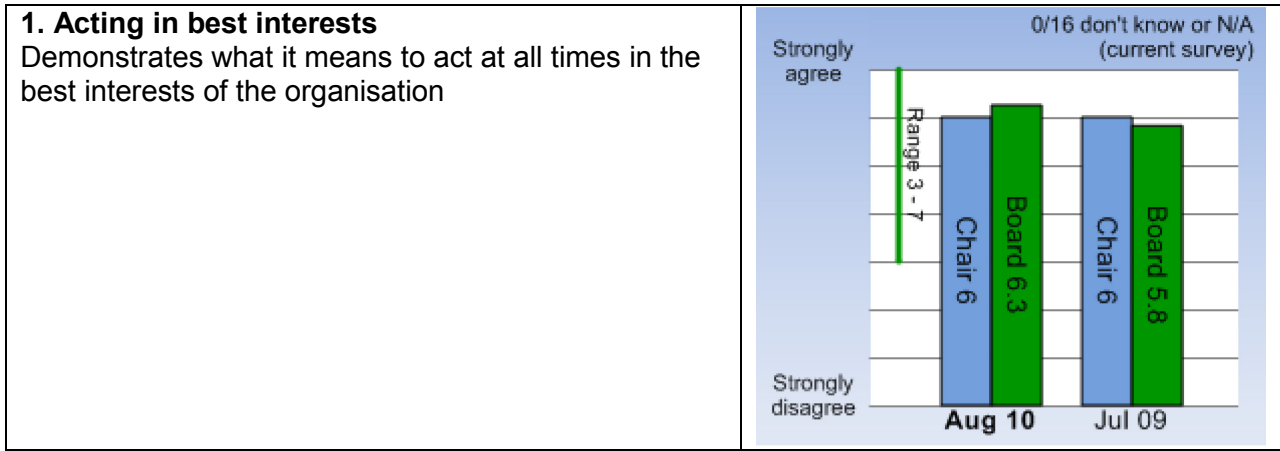
### Question Set Summary (current survey)

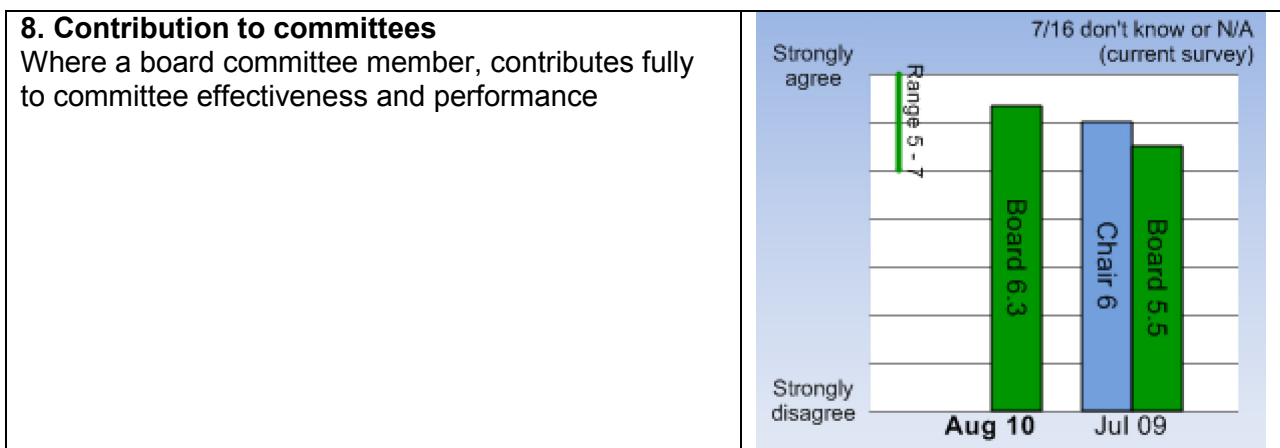
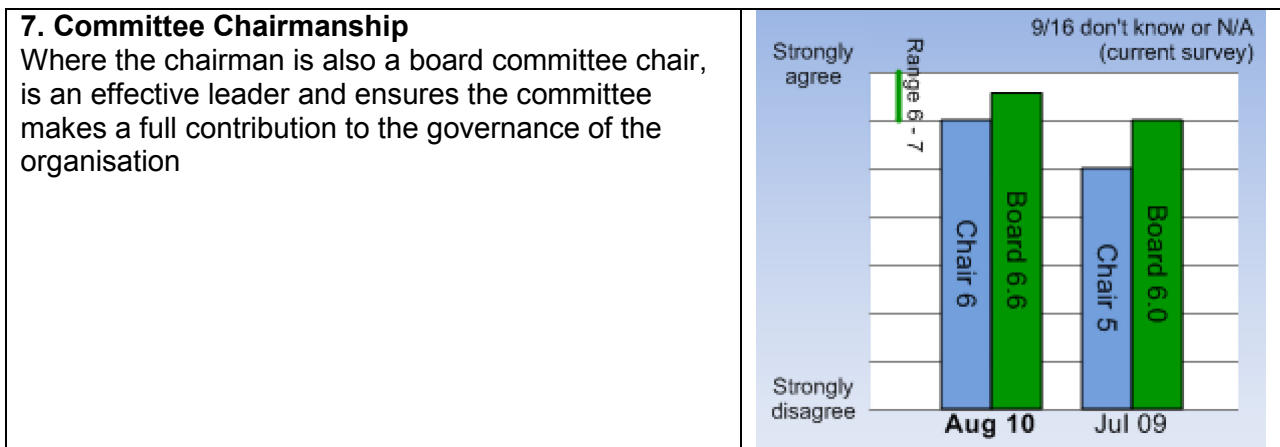
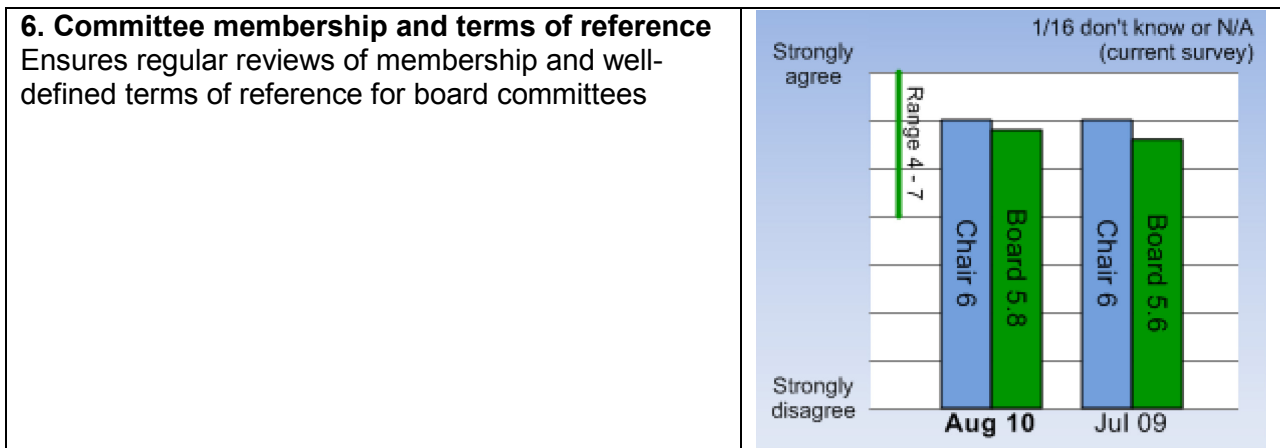
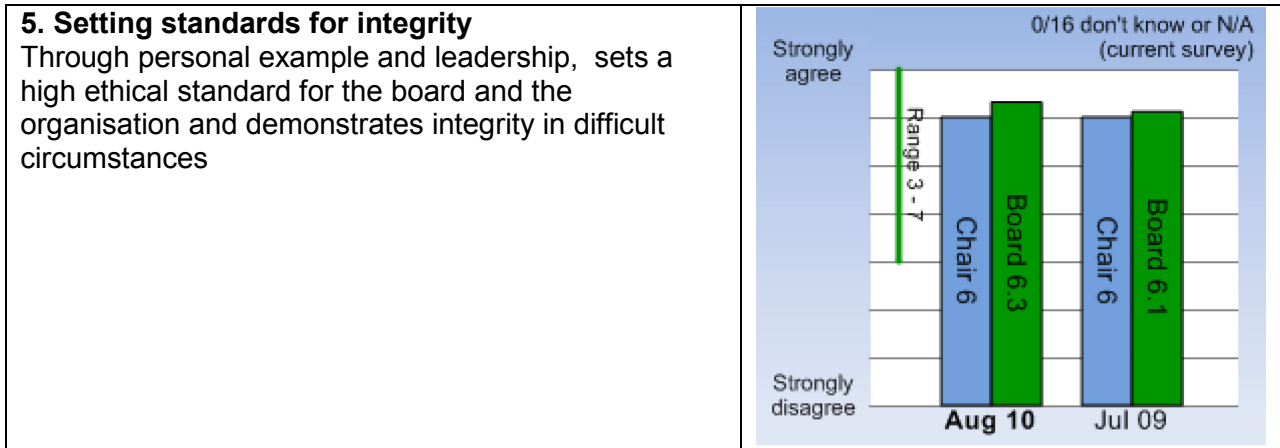


## Appraisal Report - Peter Dengate Thrush

	#	Question Name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair
<b>ROLE</b>	1	Acting in best interests				1		2	4	9	16	6.3	7	7	1.13	6
	2	Board and management distinction				1	1	5	7	2	16	5.5	6	6	1.03	6
	3	Legal duties and liabilities						1	3	12	16	6.7	7	7	0.60	7
	4	Specific legal requirements							4	12	16	6.8	7	7	0.45	7
	5	Setting standards for integrity				1		1	5	9	16	6.3	7	7	1.08	6
	6	Committee membership and terms of reference	1				2	3	6	4	16	5.8	6	6	1.01	6
	7	Committee Chairmanship	9						3	4	16	6.6	7	7	0.53	6
	8	Contribution to committees	7					1	4	4	16	6.3	6	6	0.71	DK or N/A



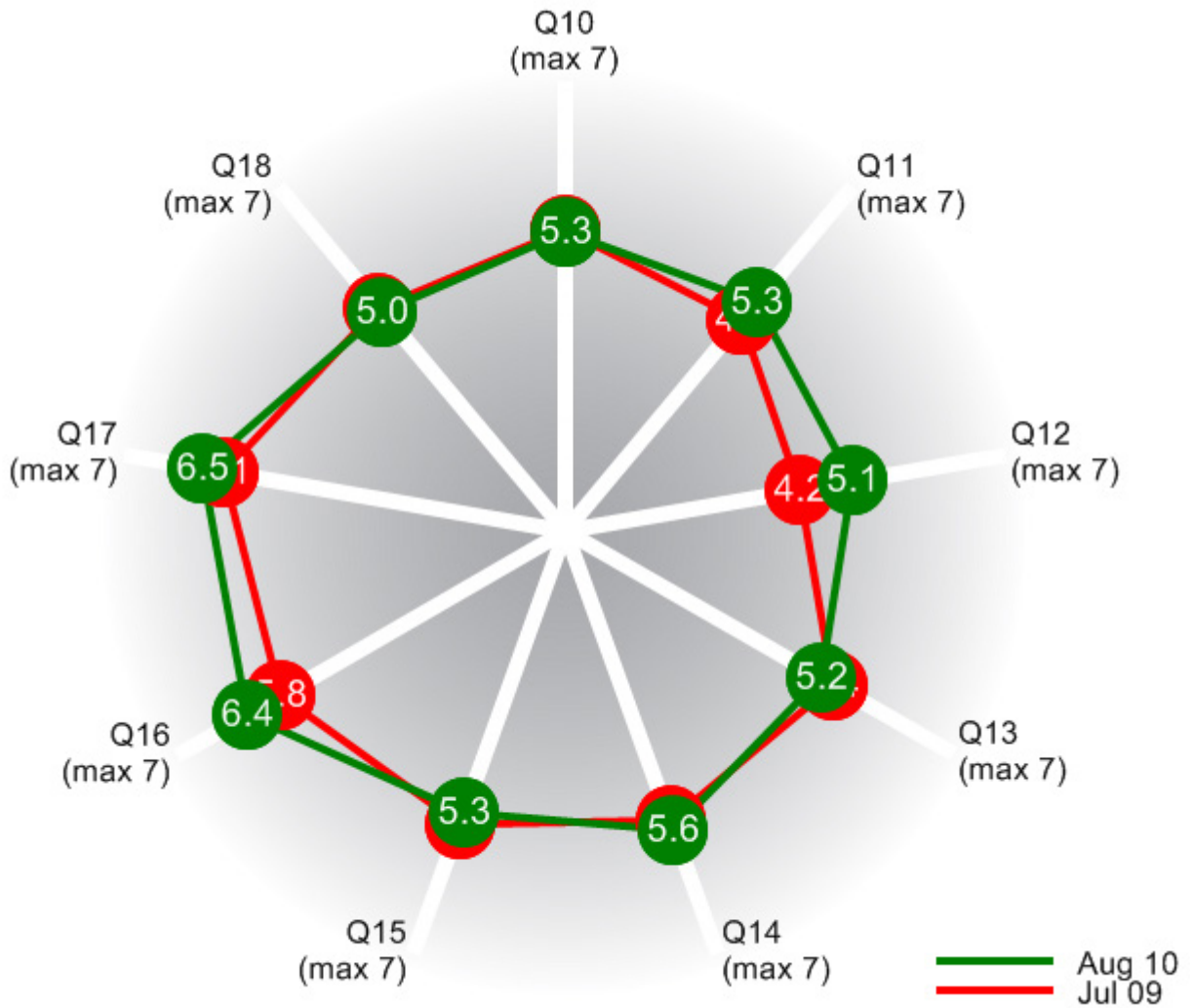




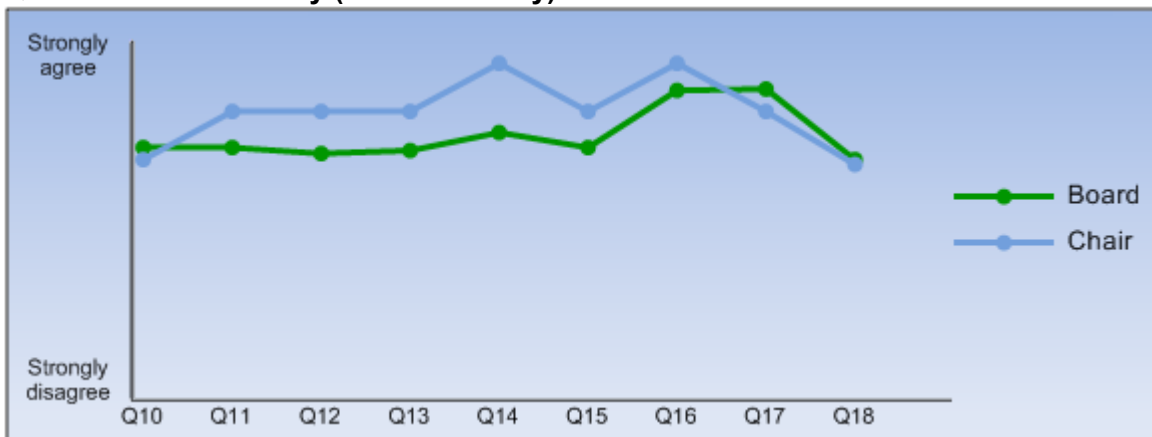
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## Meetings (Chair)

### Question Set Summary (Board only)



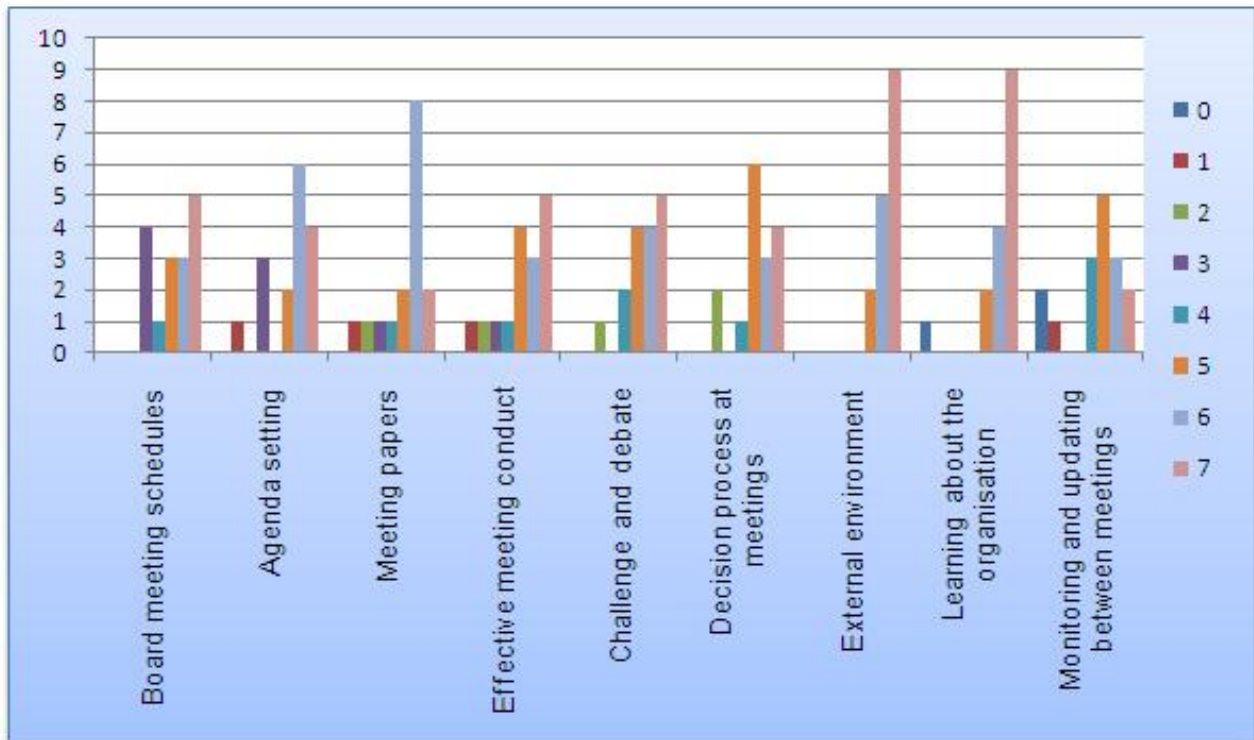
### Question Set Summary (current survey)



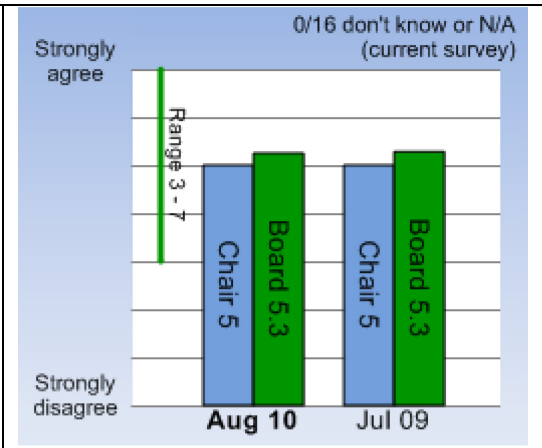


## Appraisal Report - Peter Dengate Thrush

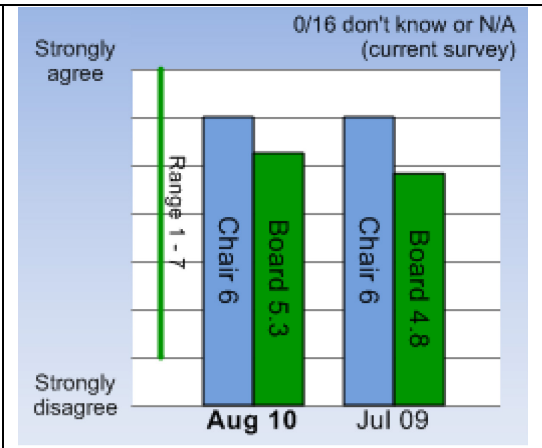
	#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair	
<b>MEETINGS</b>	10	Board meeting schedules				4	1	3	3	5	16	5.3	5.5	7	1.61	5	
	11	Agenda setting		1		3		2	6	4	16	5.3	6	6	1.81	6	
	12	Meeting papers		1	1	1	1	2	8	2	16	5.1	6	6	1.75	6	
	13	Effective meeting conduct		1	1	1	1	4	3	5	16	5.2	5.5	7	1.87	6	
	14	Challenge and debate			1		2	4	4	5	16	5.6	6	7	1.41	7	
	15	Decision process at meetings			2		1	6	3	4	16	5.3	5	5	1.57	6	
	16	External environment						2	5	9	16	6.4	7	7	0.73	7	
	17	Learning about the organisation	1						2	4	9	16	6.5	7	7	0.74	6
	18	Monitoring and updating between meetings	2	1			3	5	3	2	16	5.0	5	5	1.52	5	



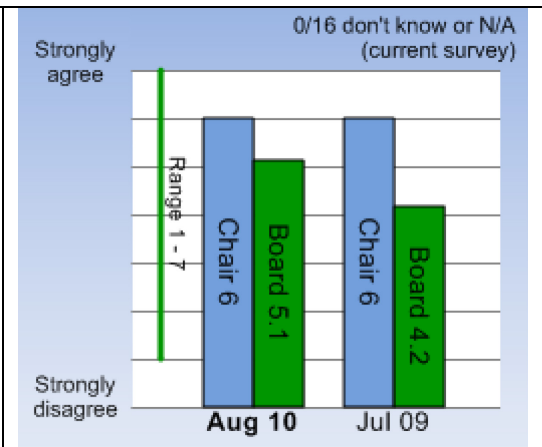
**10. Board meeting schedules**  
 Sets annual meeting schedules that properly reflect board responsibilities and accommodate board and management workloads



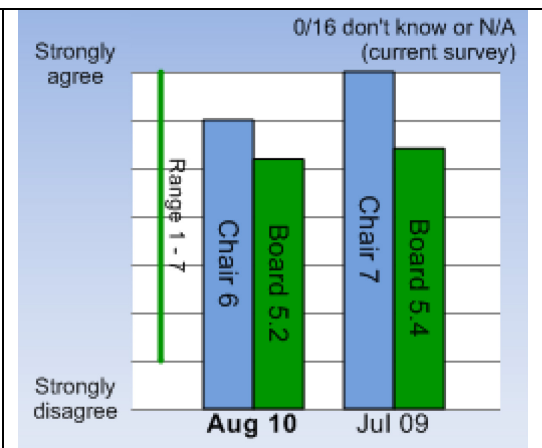
**11. Agenda setting**  
 Runs the agenda setting process effectively, ensuring adequate time for important matters and enabling all directors to raise agenda items



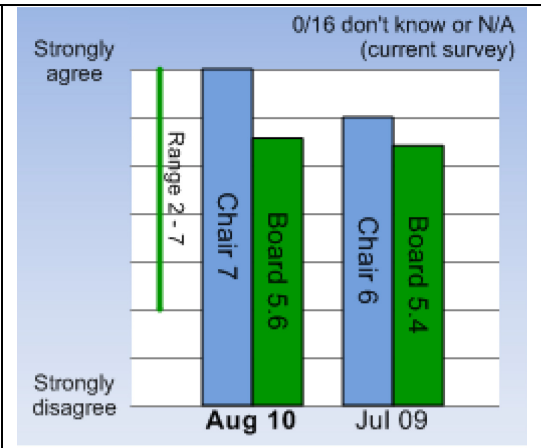
**12. Meeting papers**  
 Ensures that board members receive clear, timely and concise information packages that encourage debate and facilitate decisions



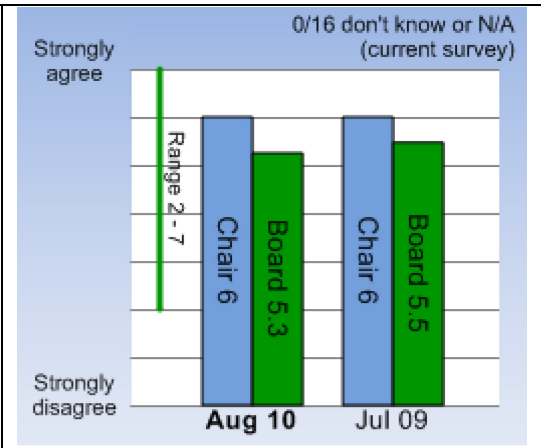
**13. Effective meeting conduct**  
 Conducts board meetings effectively, encouraging discussion and debate while moving through the agenda in a timely manner



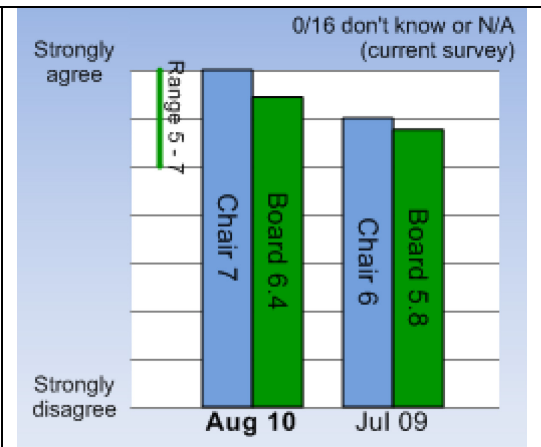
**14. Challenge and debate**  
 Actively prevents management capture by asking the hard questions and systematically testing information and assumptions to strengthen decision-making



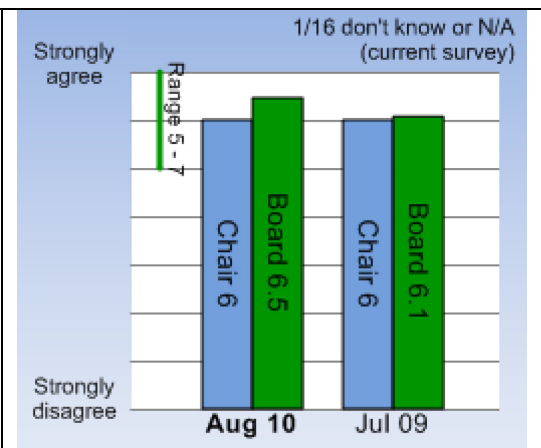
**15. Decision process at meetings**  
 Has the ability to summarise key points of discussion and keep board progress on track to a decision.

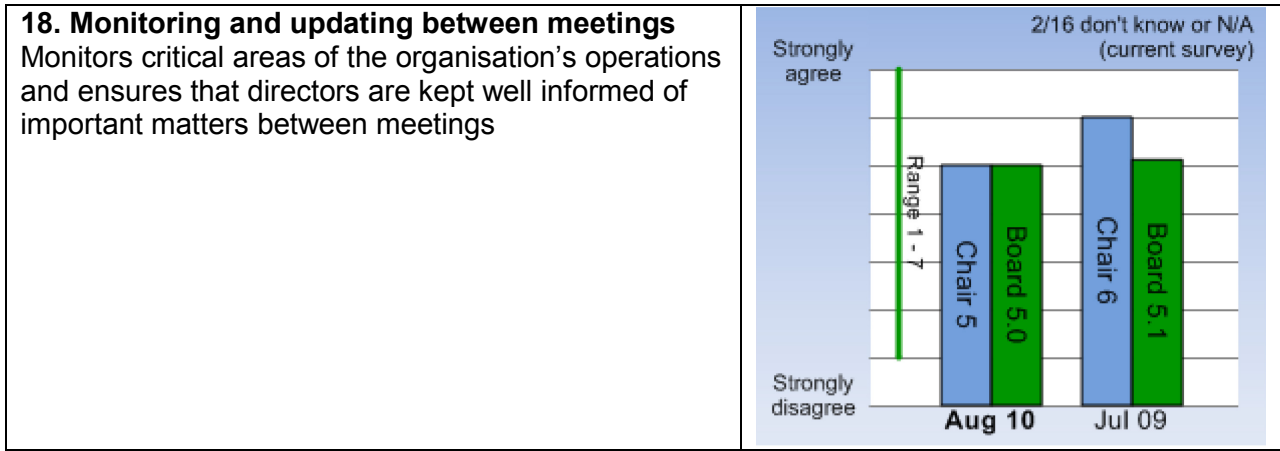


**16. External environment**  
 Is well versed in the major political, economic, social and technological factors affecting the organisation



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

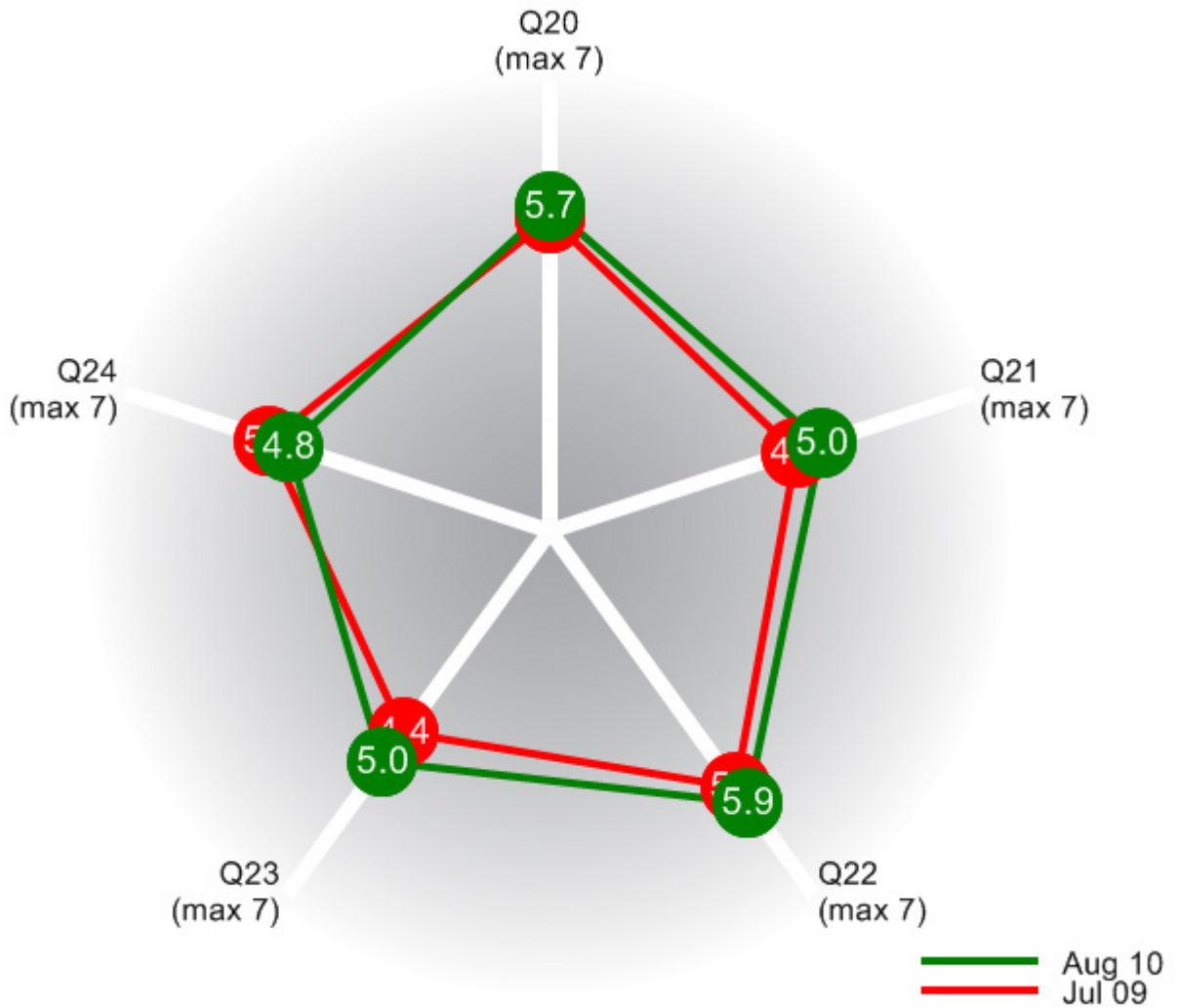




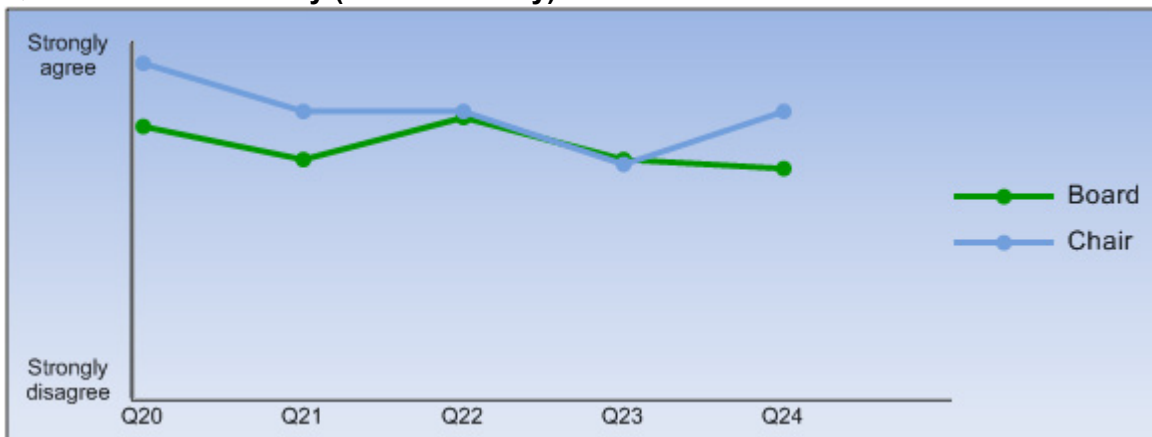
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## Purpose (Chair)

### Question Set Summary (Board only)

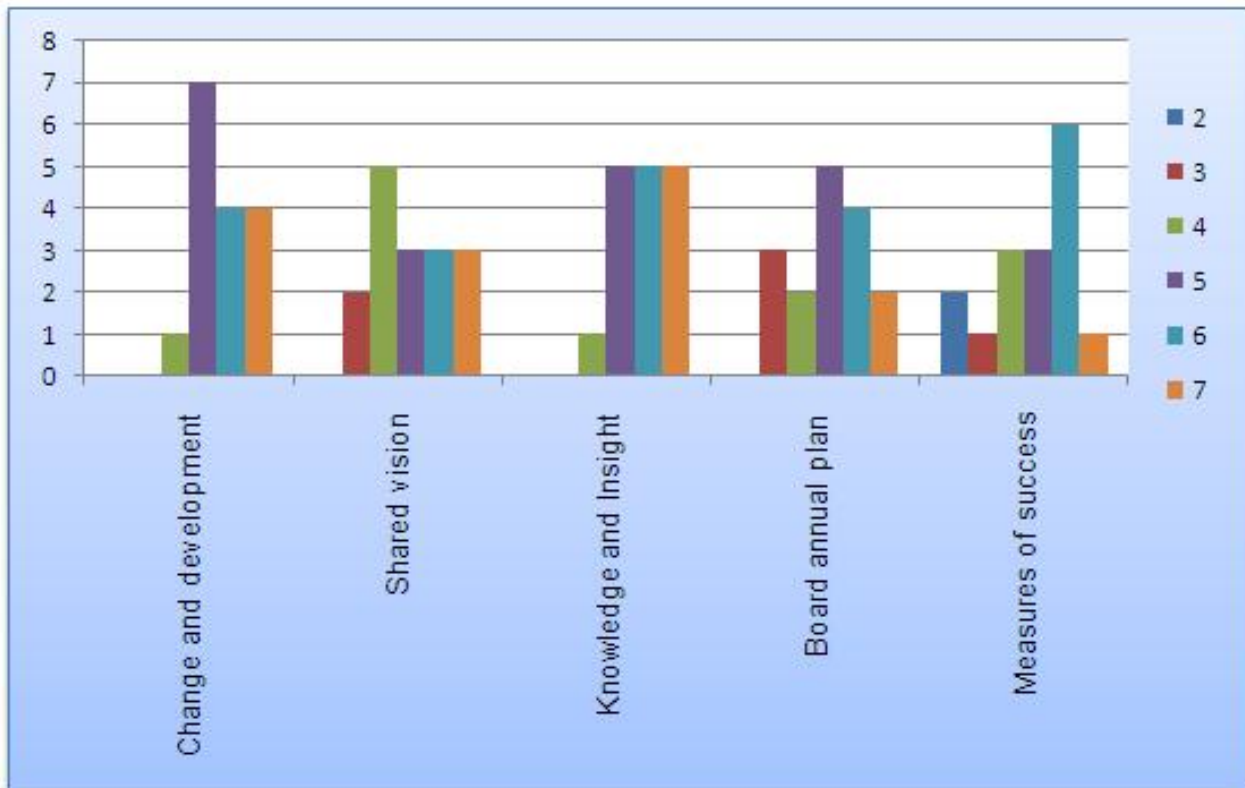


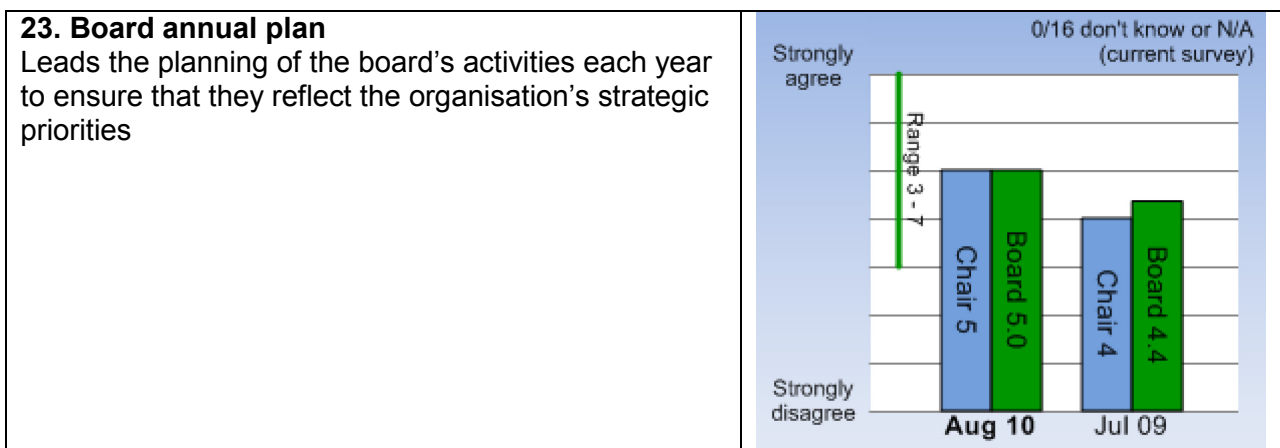
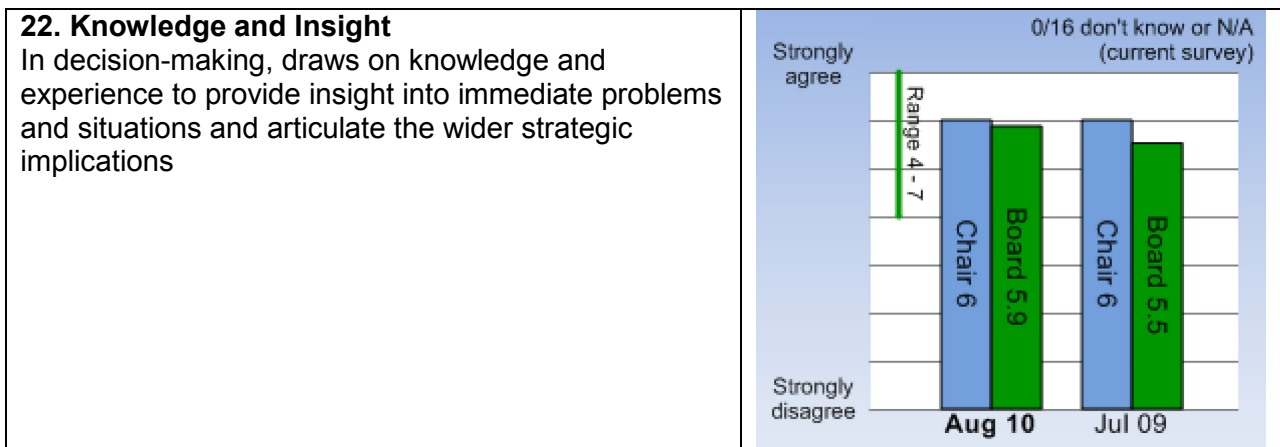
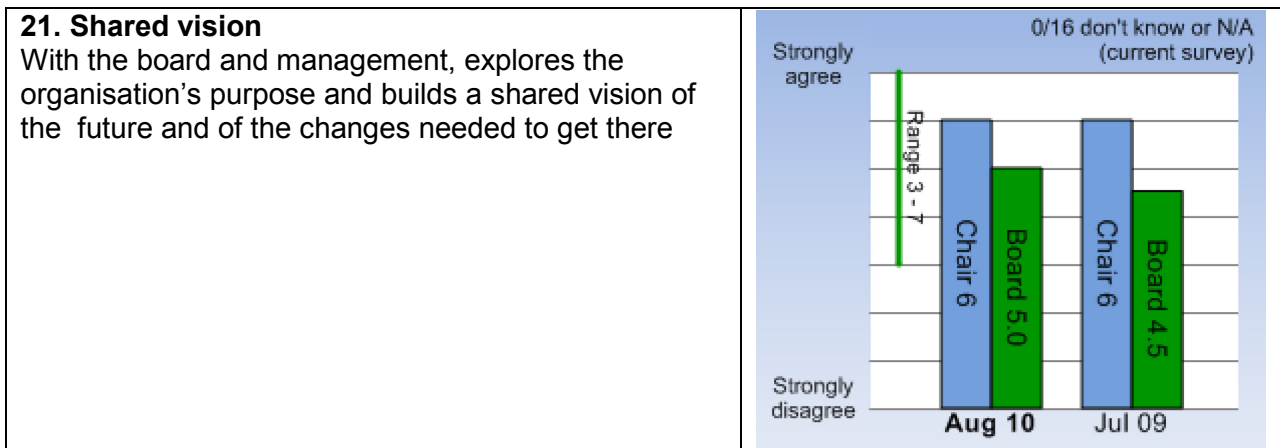
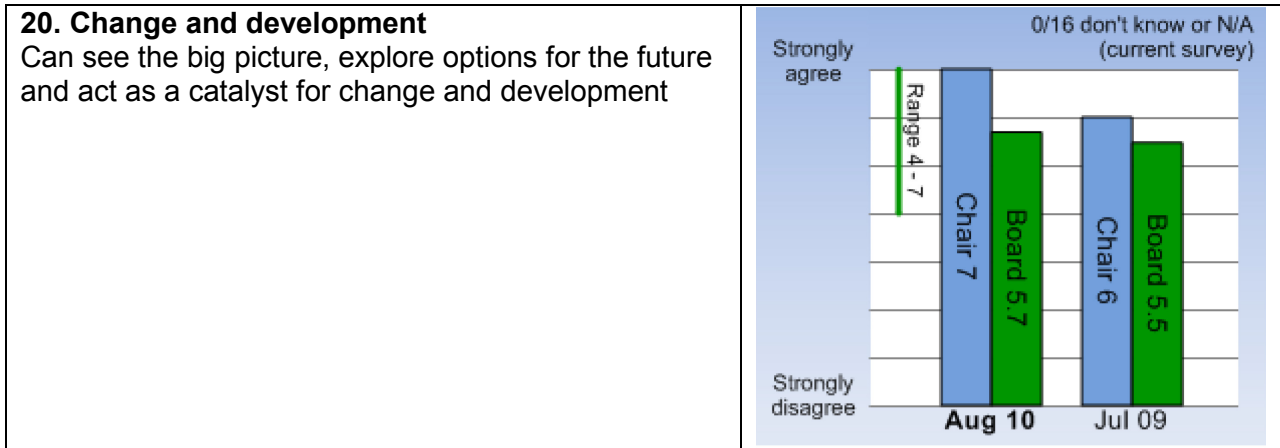
### Question Set Summary (current survey)

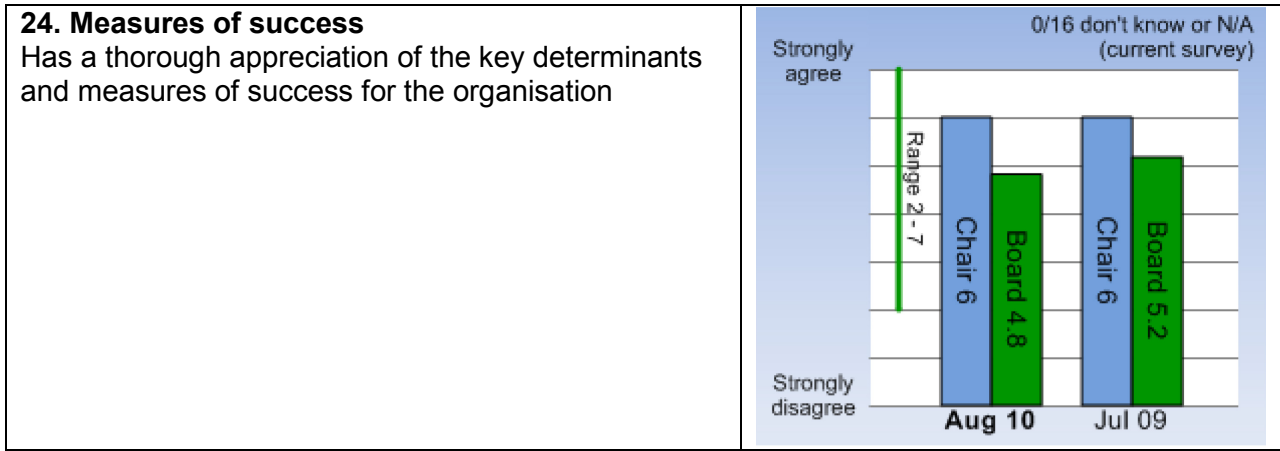


## Appraisal Report - Peter Dengate Thrush

	#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair
<b>PURPOSE</b>	20	Change and development					1	7	4	4	16	5.7	5.5	5	0.95	7
	21	Shared vision				2	5	3	3	3	16	5.0	5	4	1.37	6
	22	Knowledge and Insight					1	5	5	5	16	5.9	6	5	0.96	6
	23	Board annual plan				3	2	5	4	2	16	5.0	5	5	1.32	5
	24	Measures of success			2	1	3	3	6	1	16	4.8	5	6	1.52	6





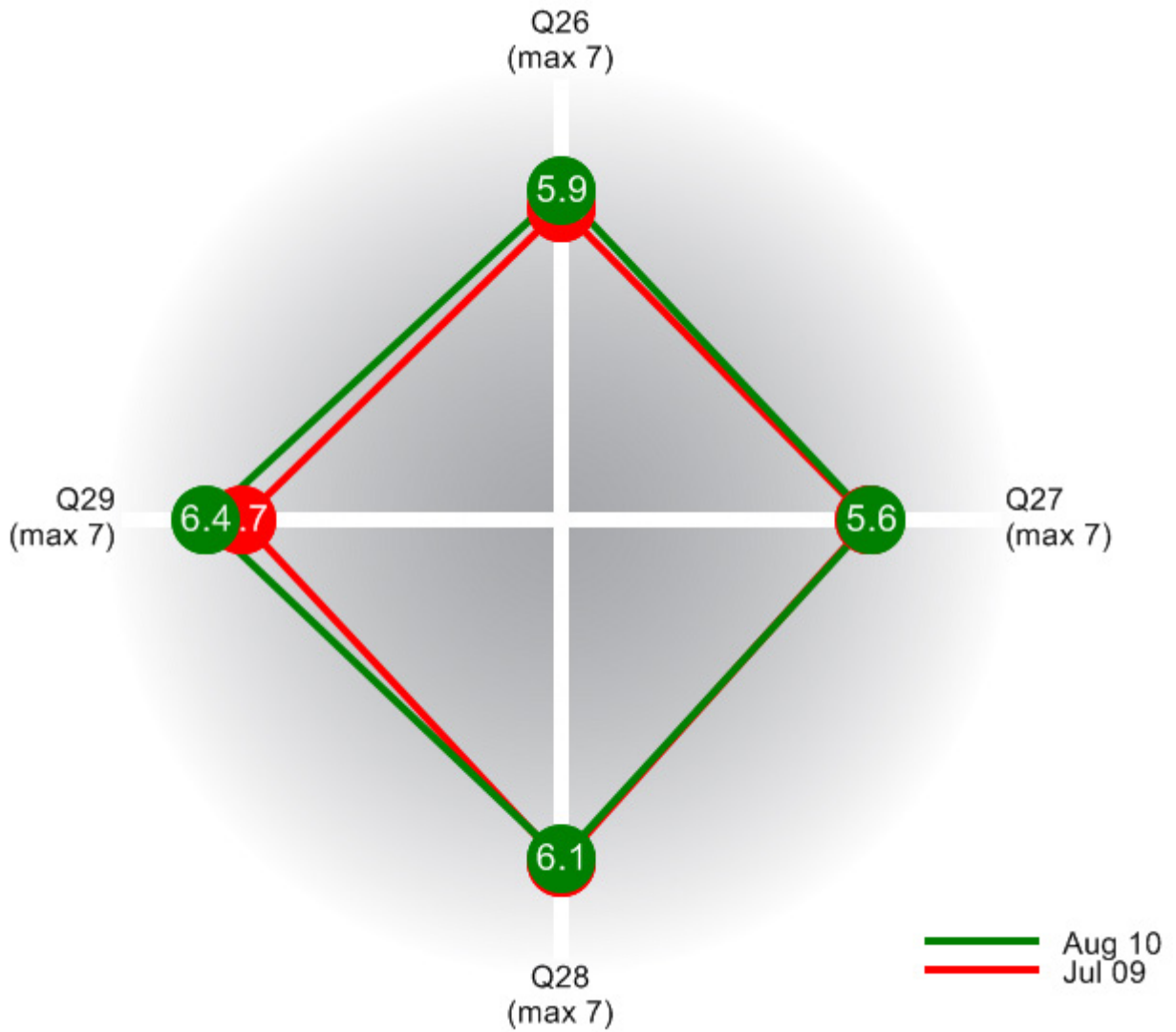


[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

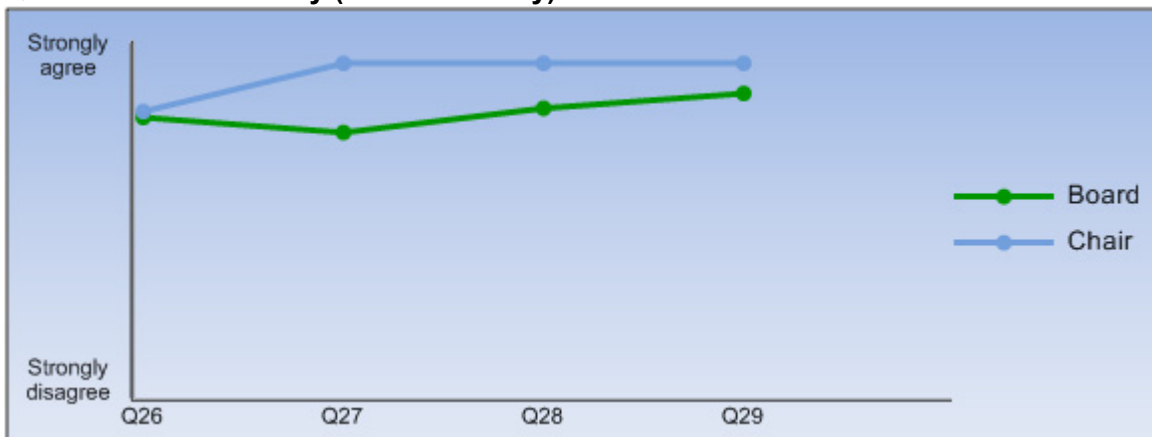


## Stakeholders (Chair)

### Question Set Summary (Board only)

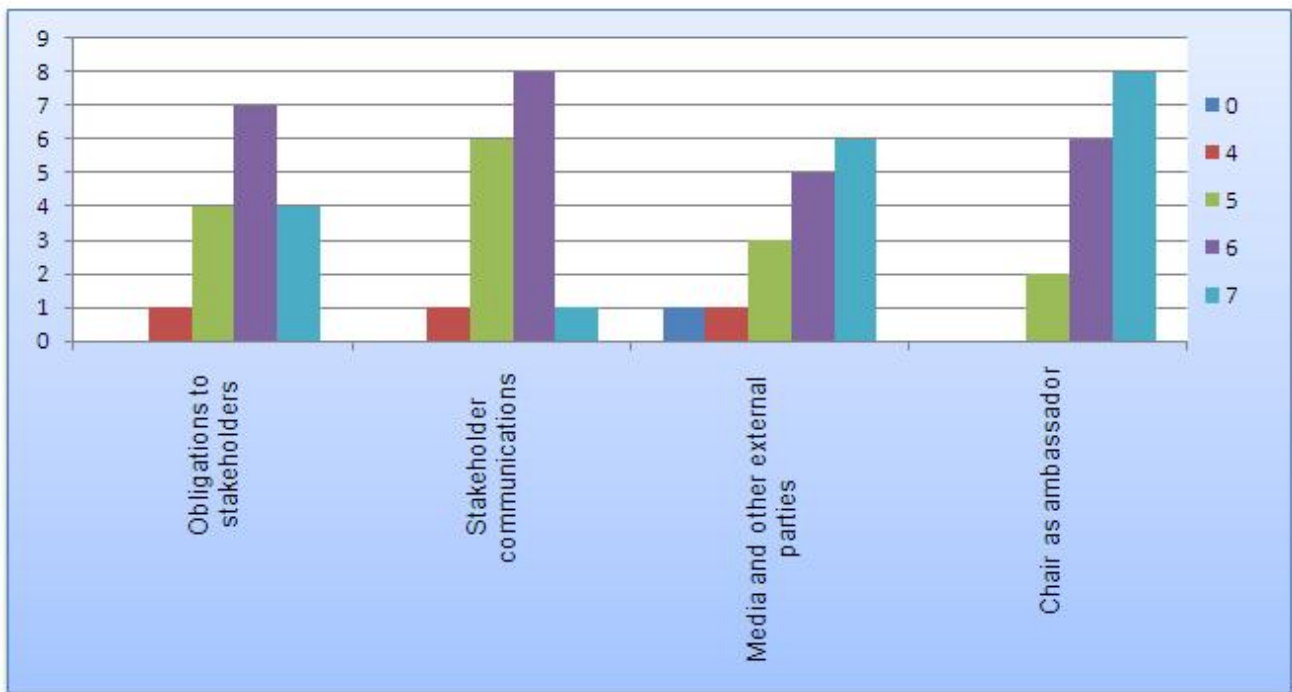


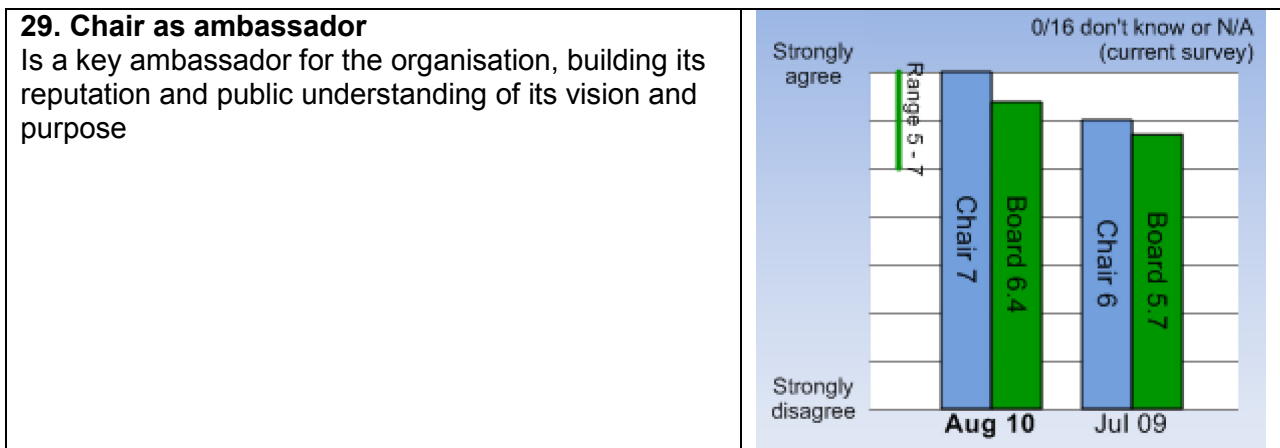
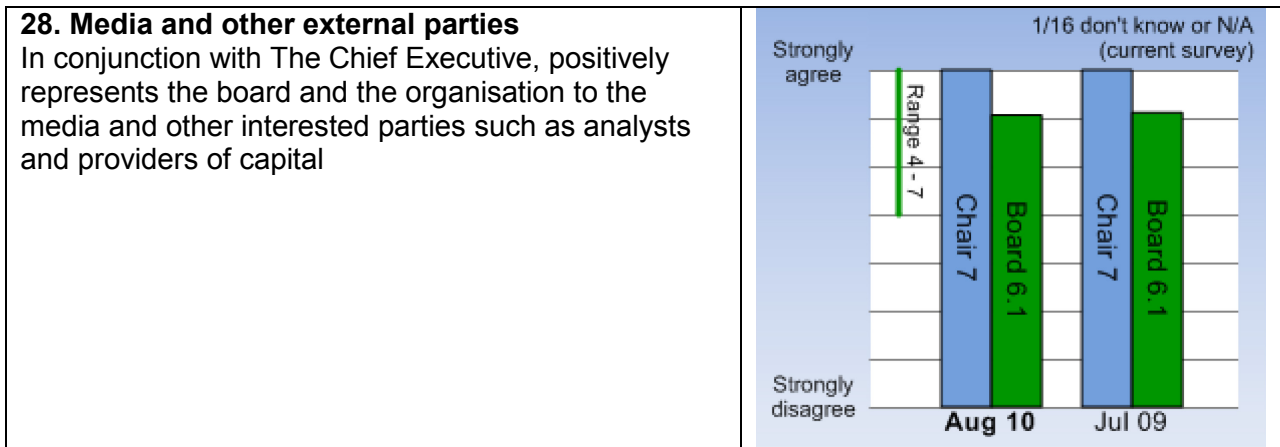
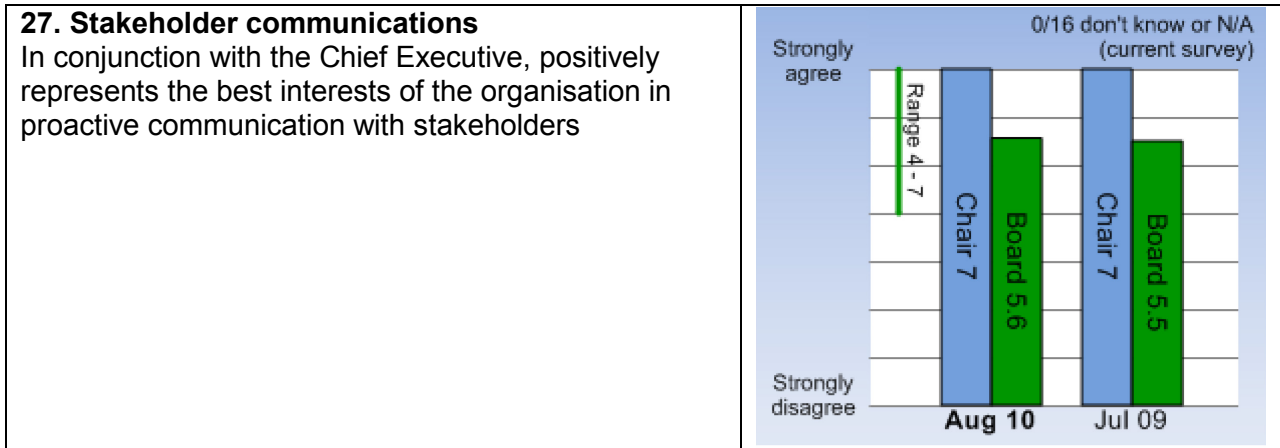
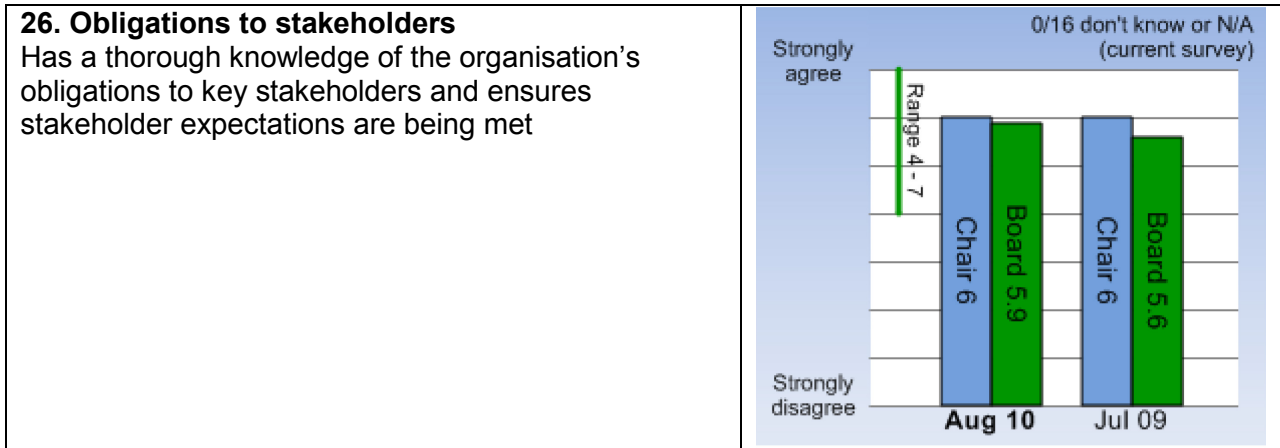
### Question Set Summary (current survey)



# Appraisal Report - Peter Dengate Thrush

	#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair
<b>STAKEHOLDERS</b>	26	Obligations to stakeholders					1	4	7	4	16	5.9	6	6	0.89	6
	27	Stakeholder communications					1	6	8	1	16	5.6	6	6	0.73	7
	28	Media and other external parties	1				1	3	5	6	16	6.1	6	7	0.96	7
	29	Chair as ambassador						2	6	8	16	6.4	6.5	7	0.72	7

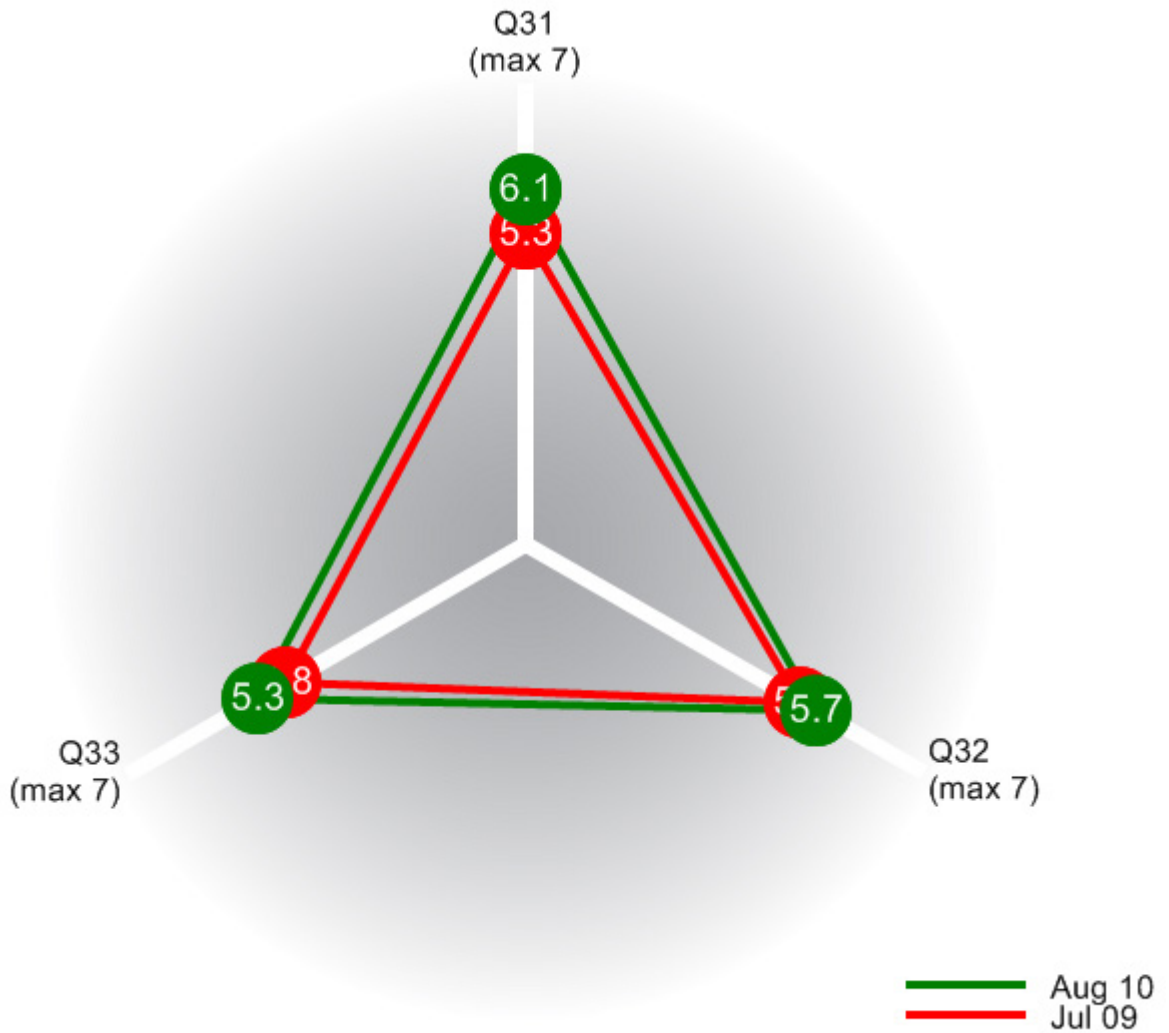




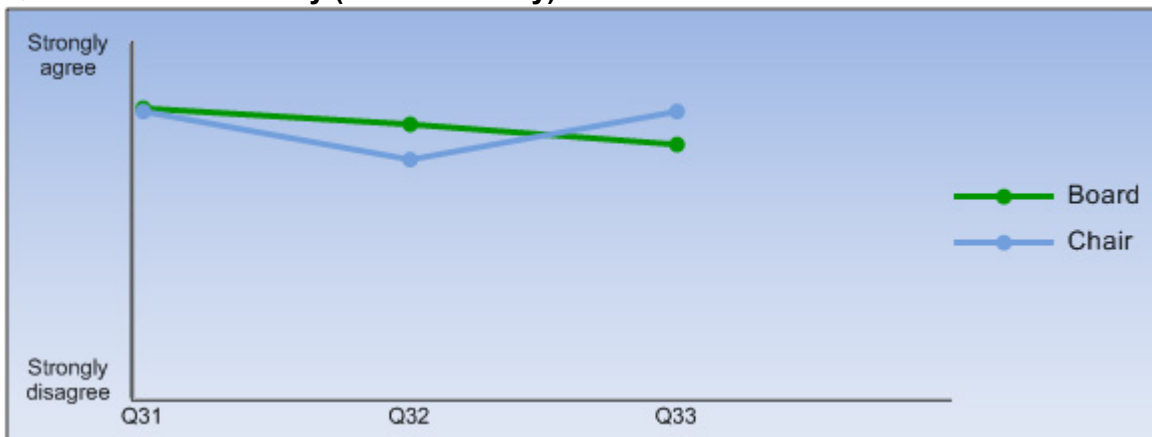
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## Conformance (Chair)

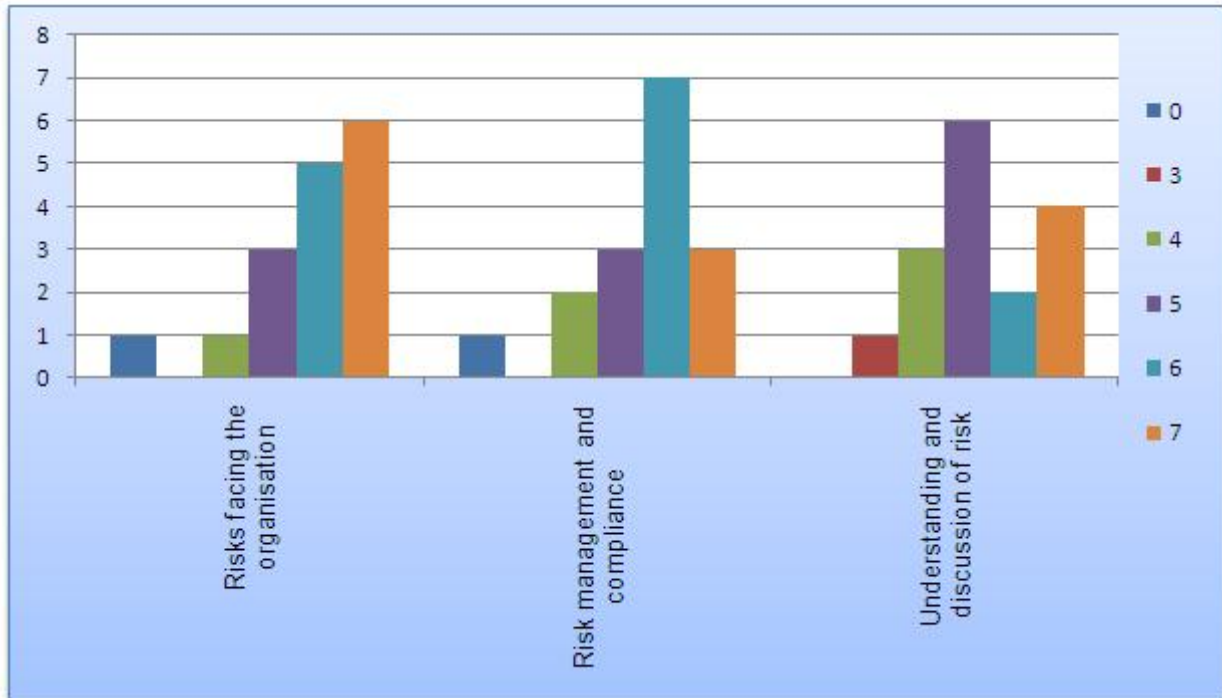
### Question Set Summary (Board only)

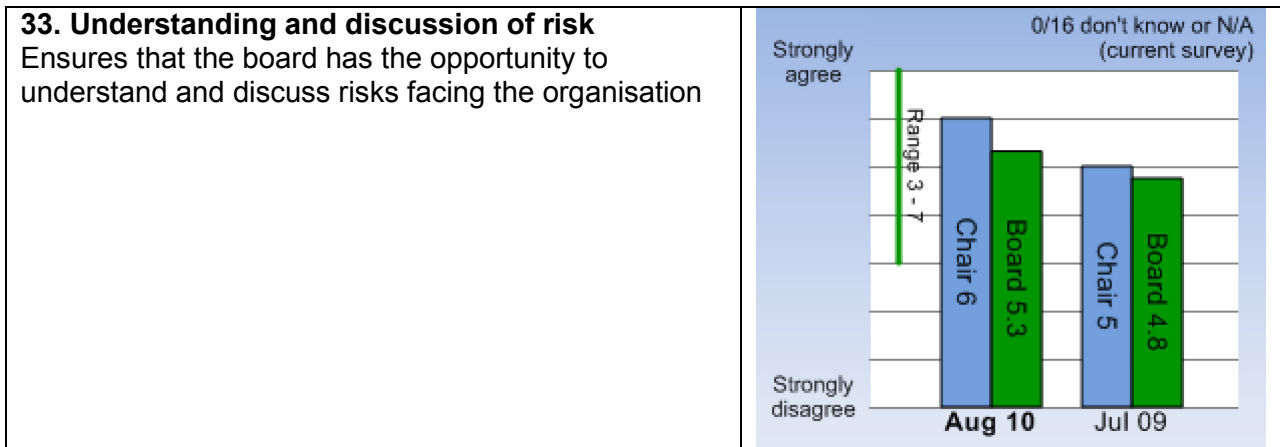
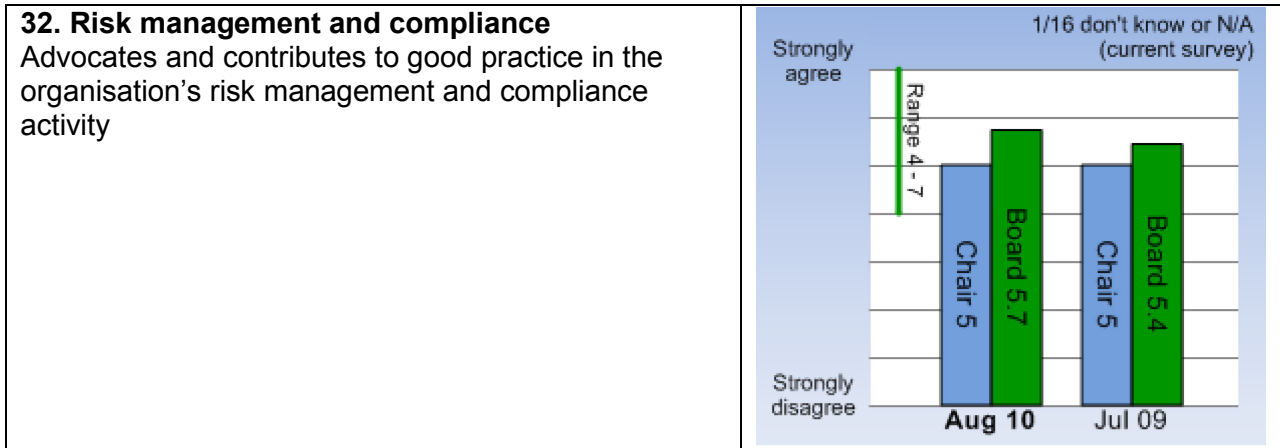
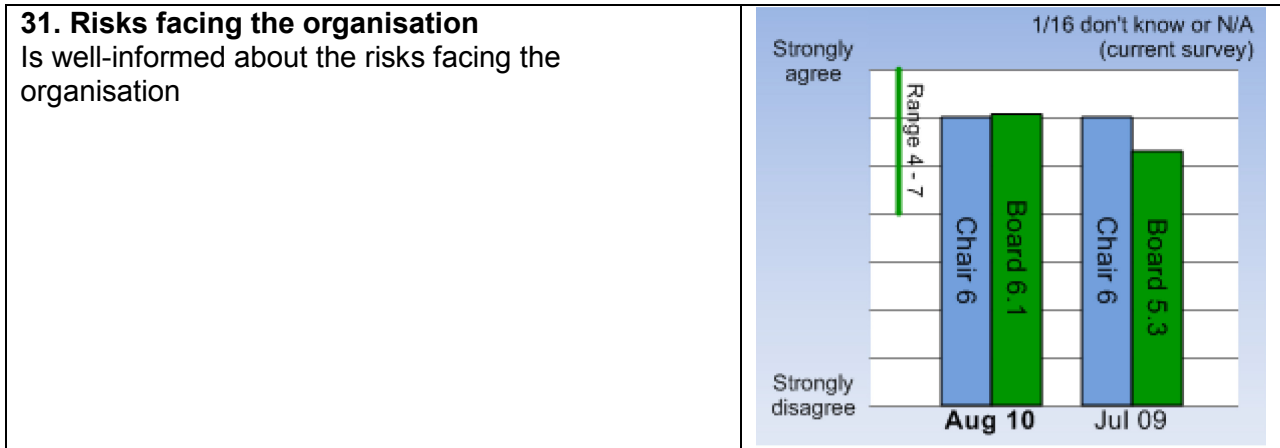


### Question Set Summary (current survey)



		Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair
CONFORMANCE	31	Risks facing the organisation	1				1	3	5	6	16	6.1	6	7	0.96	6
	32	Risk management and compliance	1				2	3	7	3	16	5.7	6	6	0.96	5
	33	Understanding and discussion of risk				1	3	6	2	4	16	5.3	5	5	1.25	6

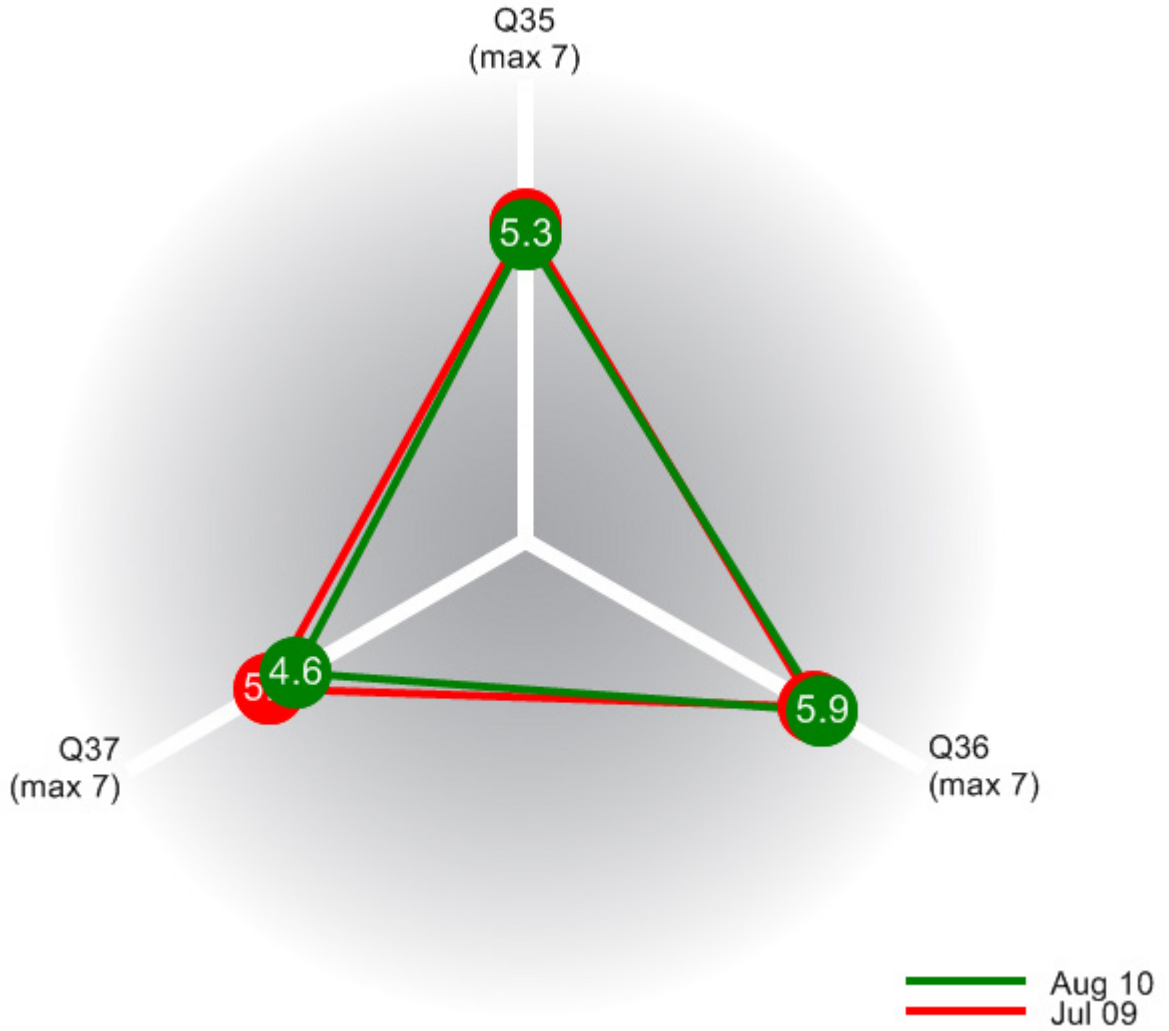




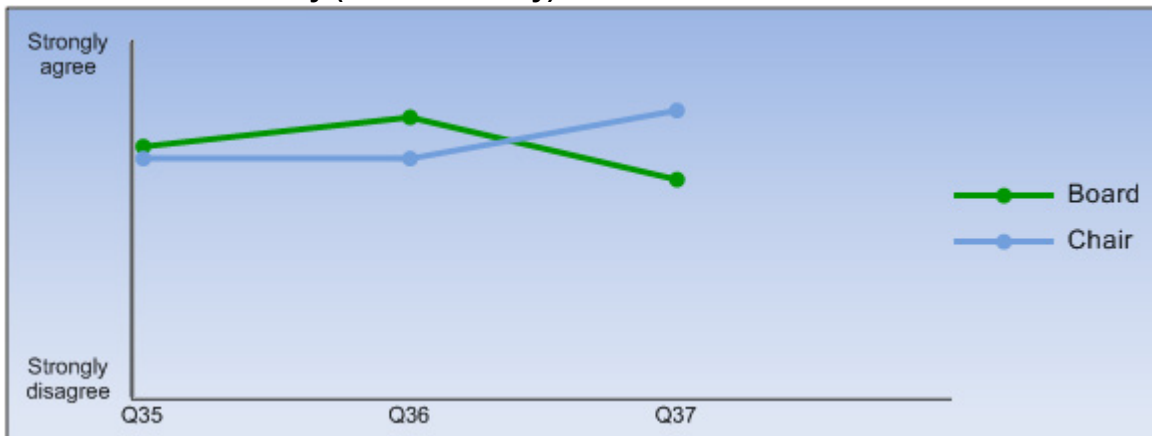
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## Performance (Chair)

### Question Set Summary (Board only)

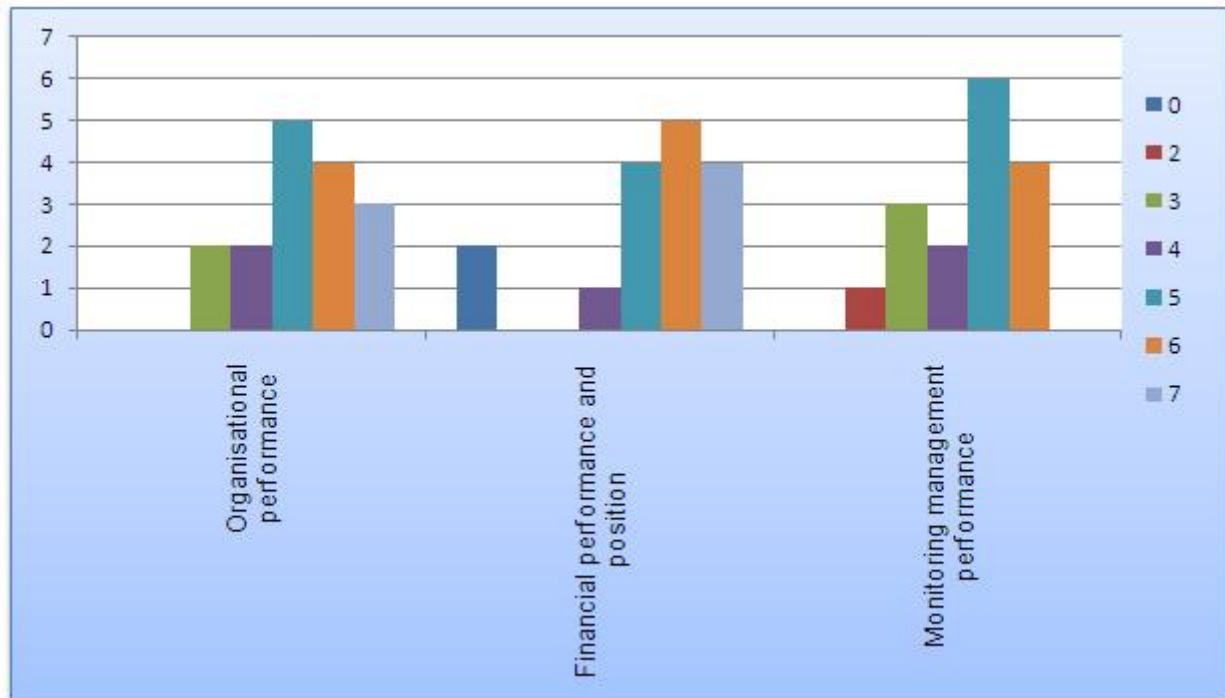


### Question Set Summary (current survey)

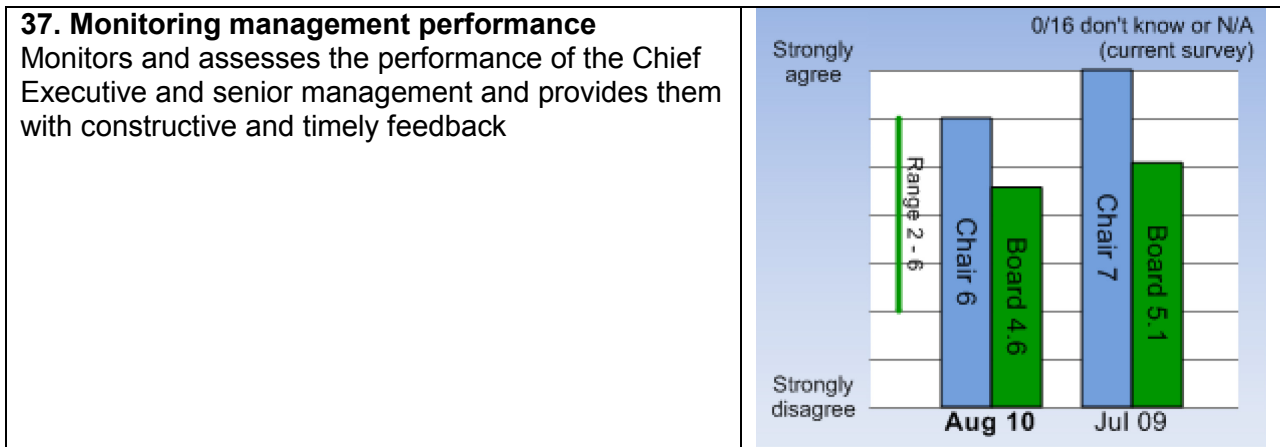
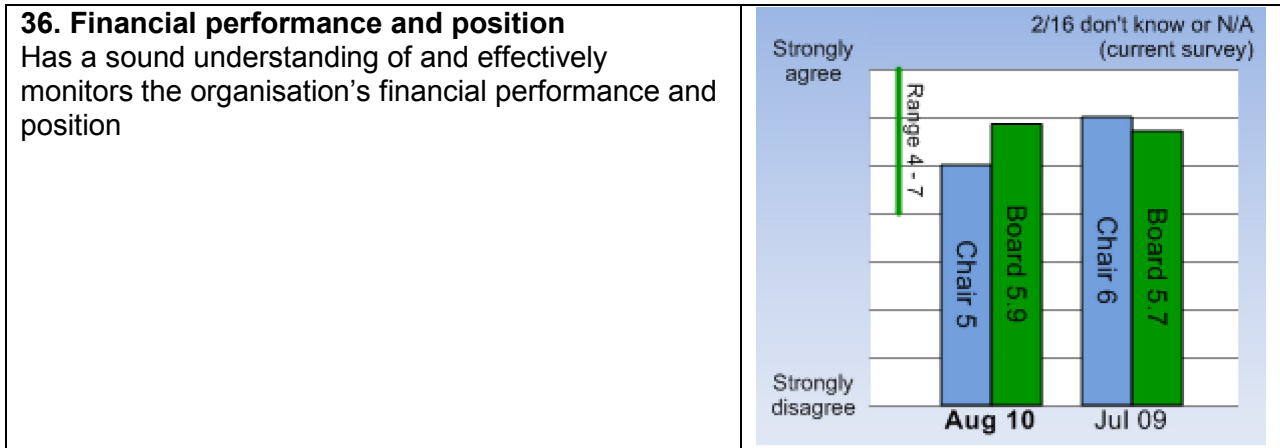
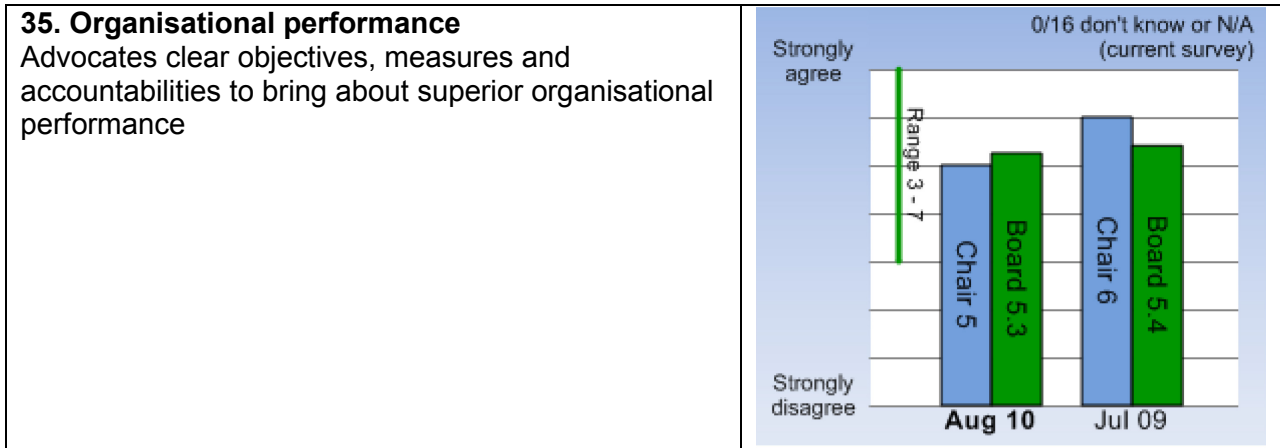


## Appraisal Report - Peter Dengate Thrush

	#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair
<b>PERFORMANCE</b>	35	Organisational performance				2	2	5	4	3	16	5.3	5	5	1.29	5
	36	Financial performance and position	2				1	4	5	4	16	5.9	6	6	0.95	5
	37	Monitoring management performance			1	3	2	6	4		16	4.6	5	5	1.26	6



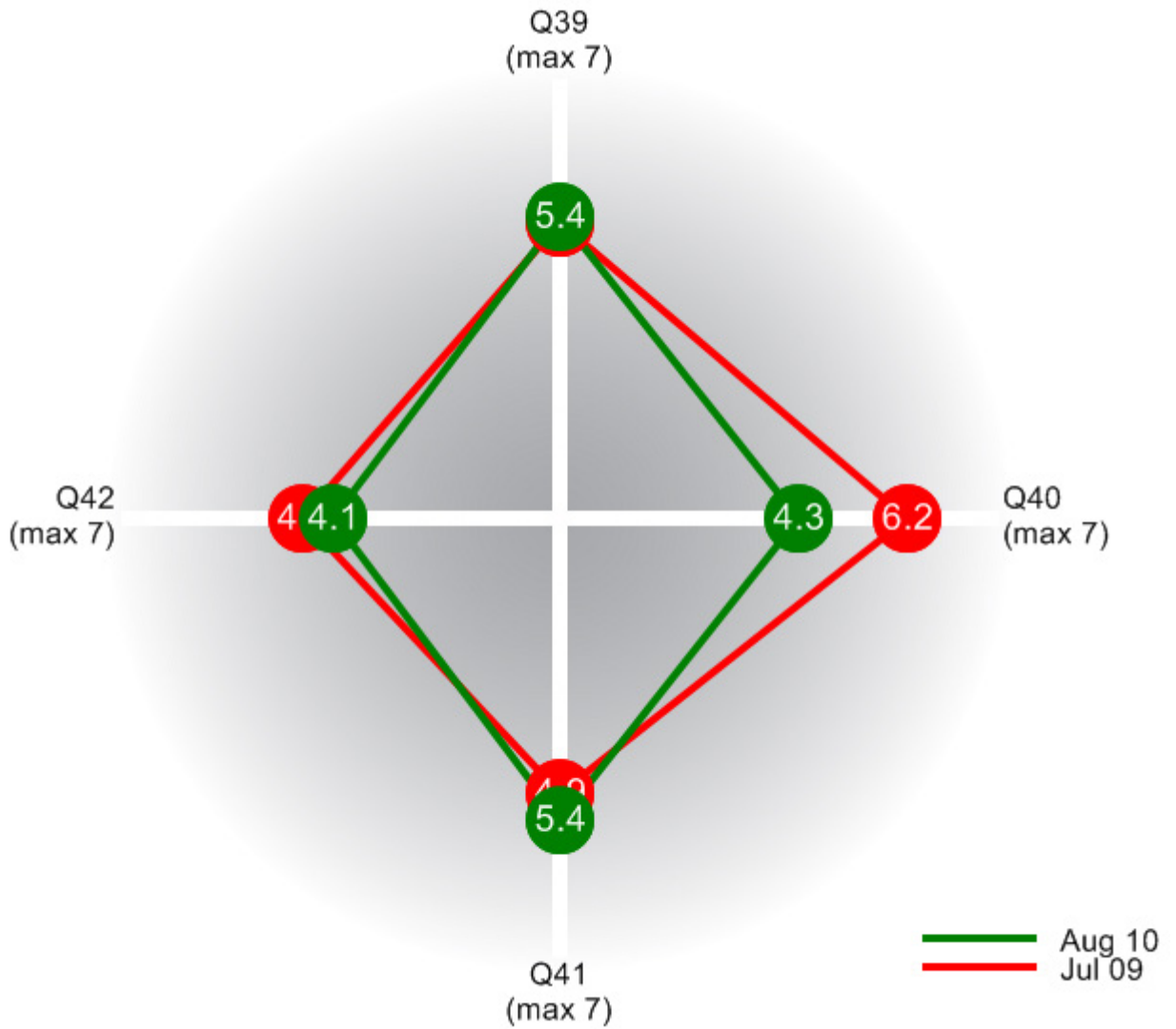




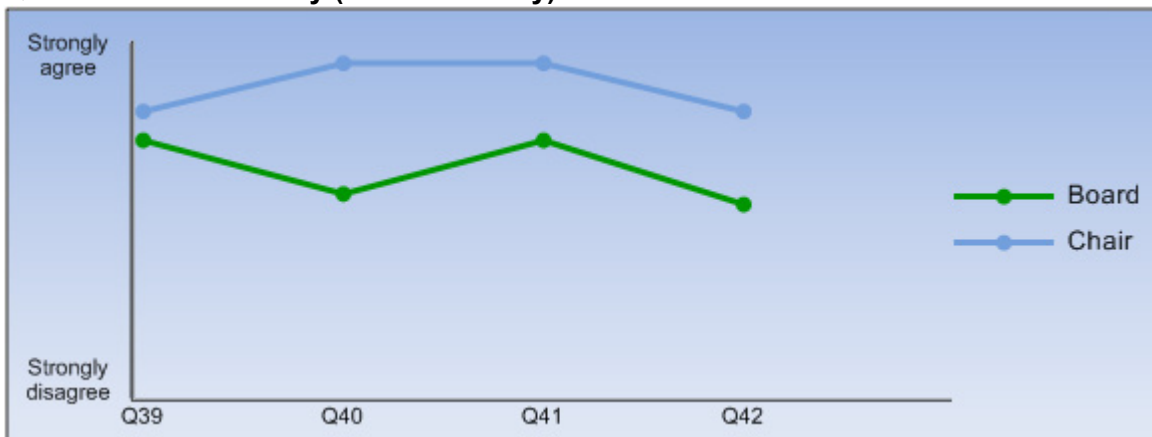
[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

## Management and board (Chair)

### Question Set Summary (Board only)

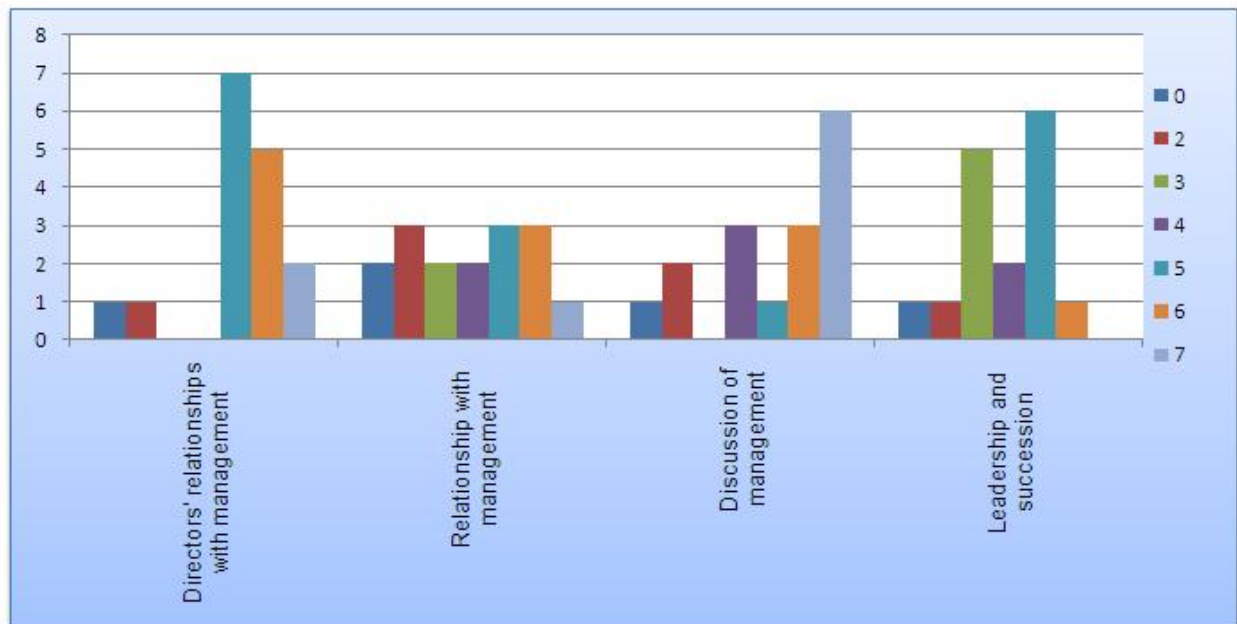


### Question Set Summary (current survey)

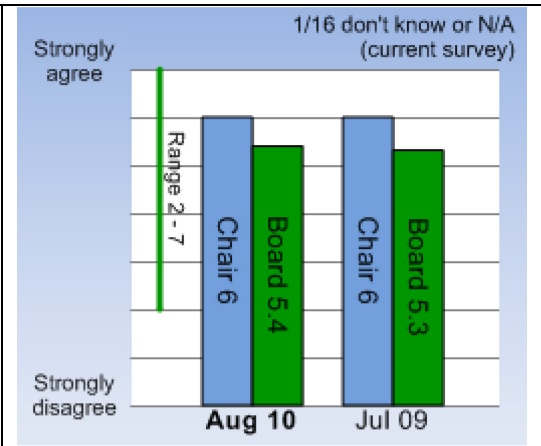


## Appraisal Report - Peter Dengate Thrush

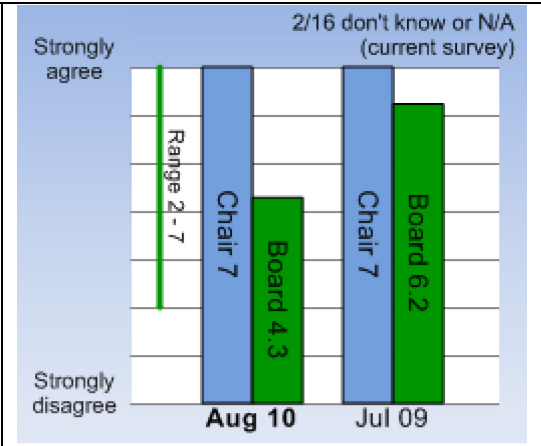
	#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair
MANAGEMENT AND BOARD	39	Directors' relationships with management	1		1			7	5	2	16	5.4	5	5	1.18	6
	40	Relationship with management	2		3	2	2	3	3	1	16	4.3	4.5	2	1.68	7
	41	Discussion of management	1		2		3	1	3	6	16	5.4	6	7	1.8	7
	42	Leadership and succession	1		1	5	2	6	1		16	4.1	4	5	1.16	6



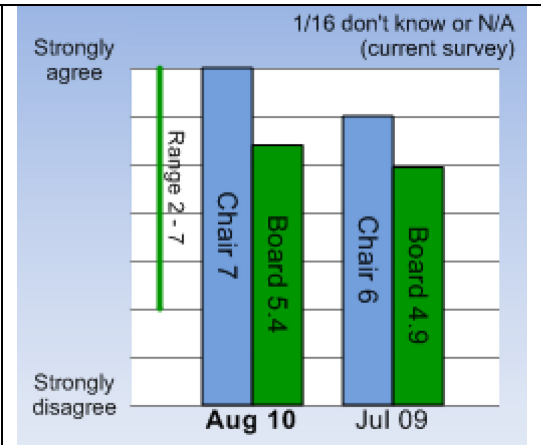
**39. Directors' relationships with management**  
 Is alert to the emergence of adversarial relationships between directors and management and encourages constructive engagement at all times



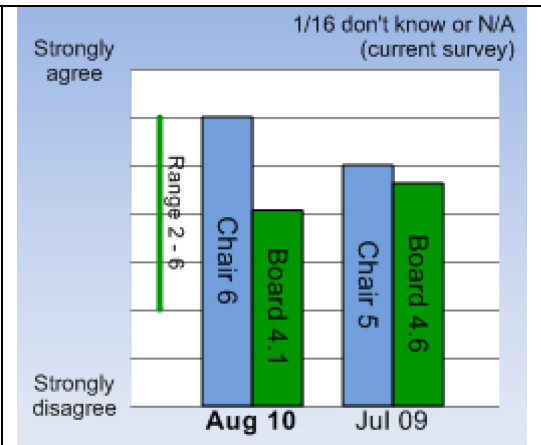
**40. Relationship with management**  
 Regularly interacts with the Chief Executive and has an effective working relationship with key staff



**41. Discussion of management**  
 Ensures that management relationships and issues are discussed openly with fellow directors



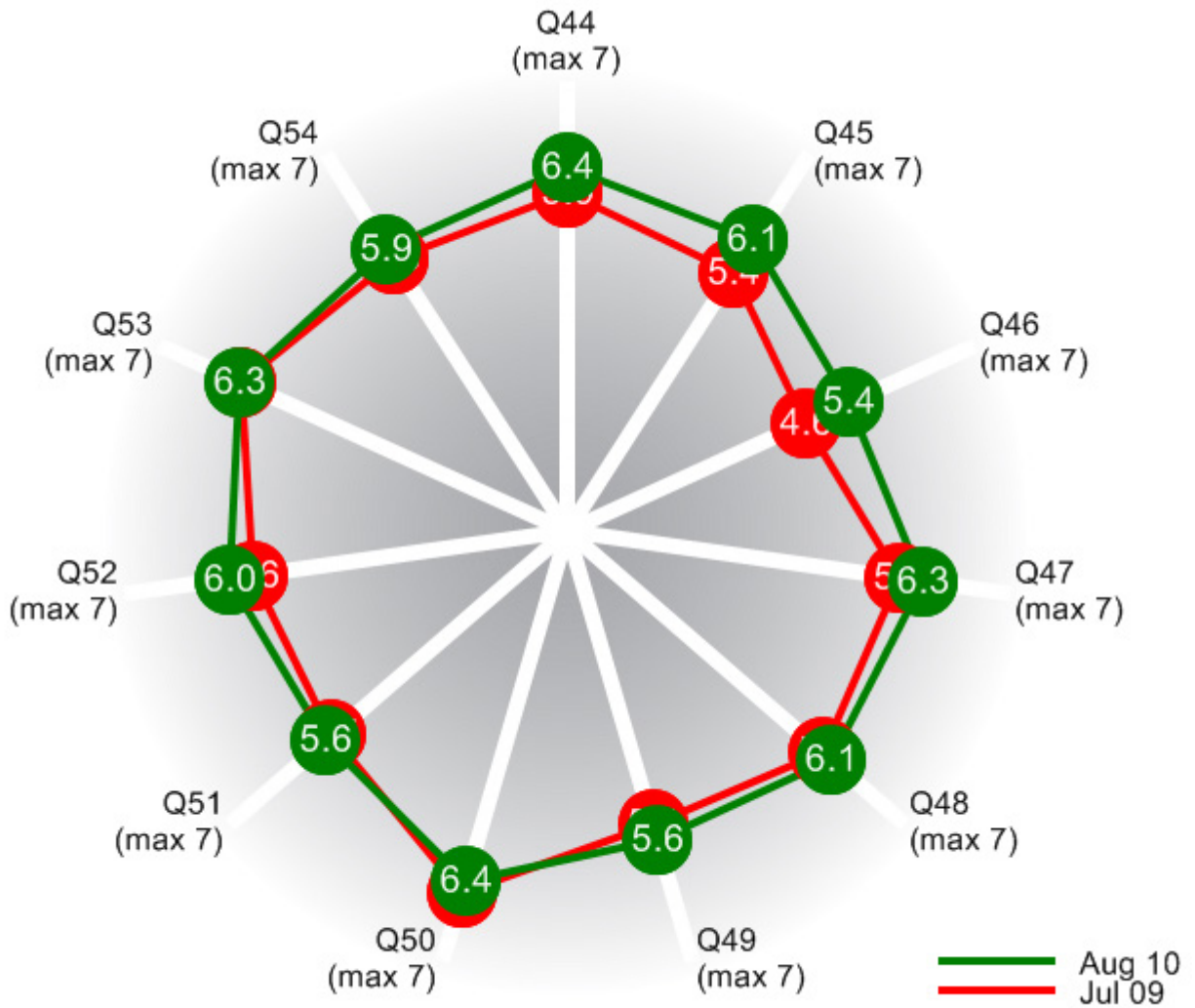
**42. Leadership and succession**  
 In conjunction with the board and Chief Executive, ensures that there are development programmes and succession plans in place for organisation's leaders



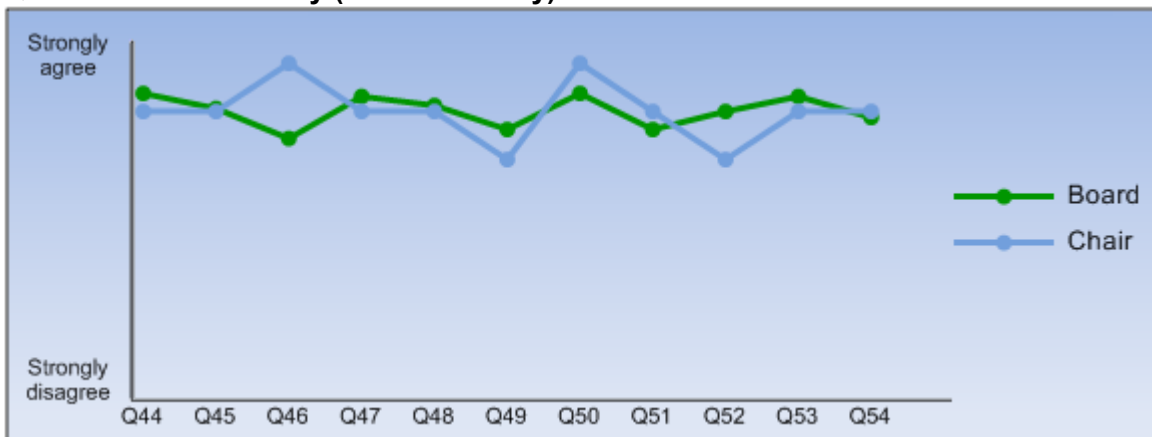
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## Culture (Chair)

### Question Set Summary (Board only)

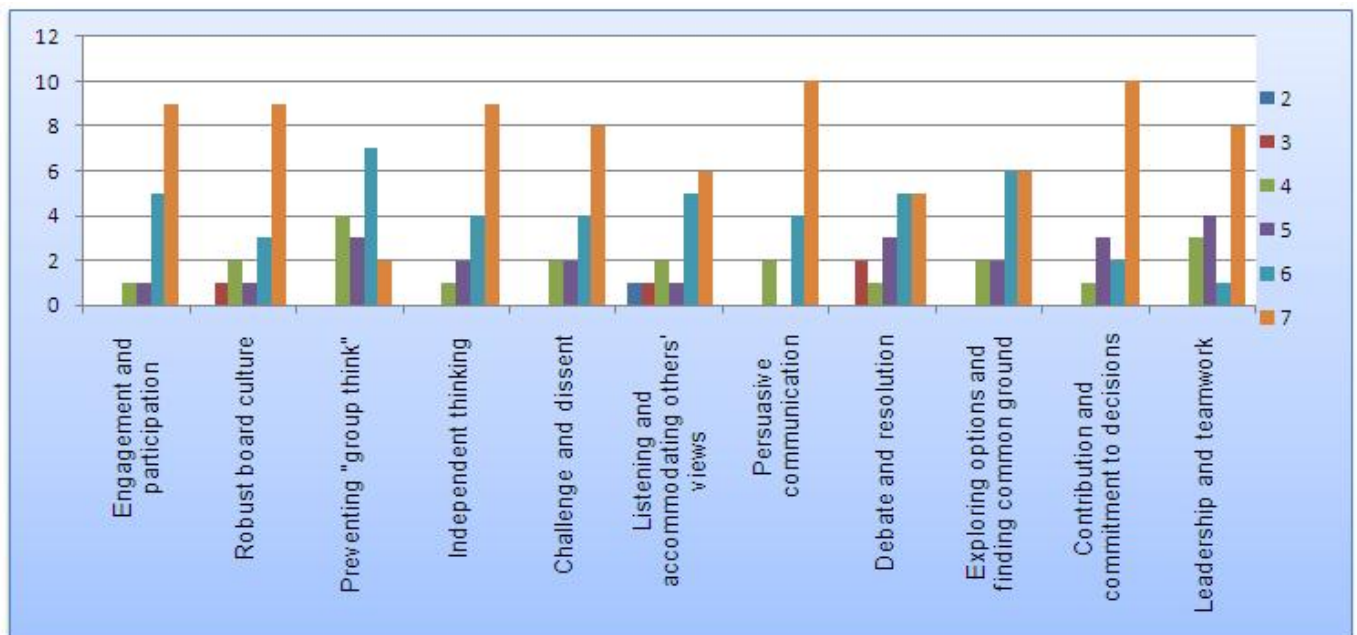


### Question Set Summary (current survey)

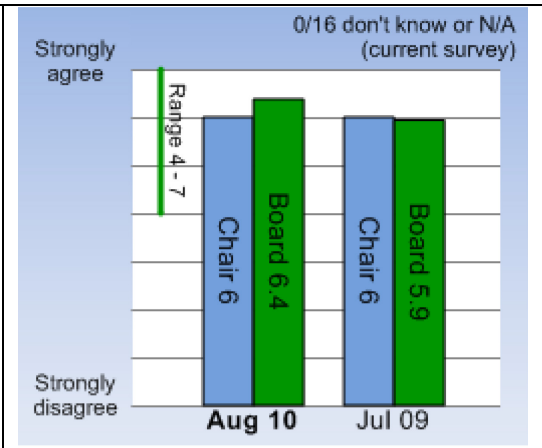


## Appraisal Report - Peter Dengate Thrush

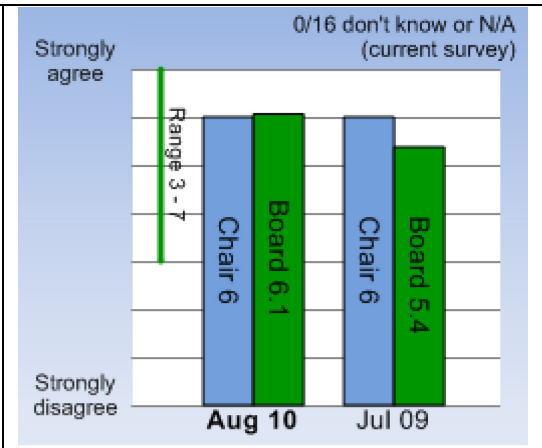
	#	Question Name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair
CULTURE	44	Engagement and participation					1	1	5	9	16	6.4	7	7	0.89	6
	45	Robust board culture				1	2	1	3	9	16	6.1	7	7	1.34	6
	46	Preventing "group think"					4	3	7	2	16	5.4	6	6	1.03	7
	47	Independent thinking					1	2	4	9	16	6.3	7	7	0.95	6
	48	Challenge and dissent					2	2	4	8	16	6.1	6.5	7	1.09	6
	49	Listening and accommodating others' views			1	1	2	1	5	6	16	5.6	6	7	1.59	5
	50	Persuasive communication					2		4	10	16	6.4	7	7	1.02	7
	51	Debate and resolution				2	1	3	5	5	16	5.6	6	6	1.36	6
	52	Exploring options and finding common ground					2	2	6	6	16	6.0	6	6	1.03	5
	53	Contribution and commitment to decisions					1	3	2	10	16	6.3	7	7	1.01	6
	54	Leadership and teamwork					3	4	1	8	16	5.9	6.5	7	1.26	6



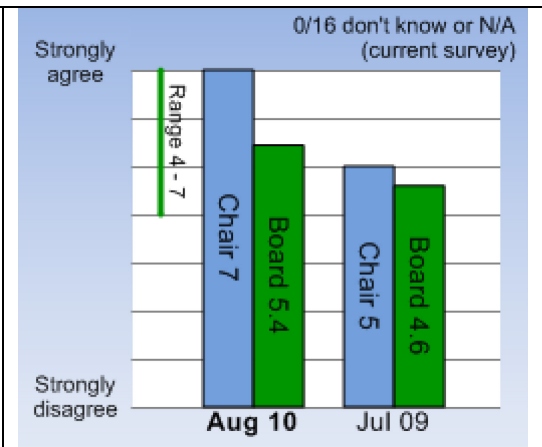
**44. Engagement and participation**  
 Is fully engaged on all matters before the board and actively encourages all board members to contribute to meeting discussions and decisions



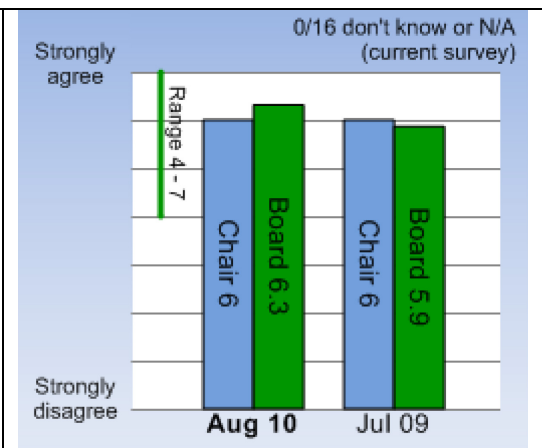
**45. Robust board culture**  
 Fosters a robust board culture and encourages fellow directors to explore and resolve differences of opinion



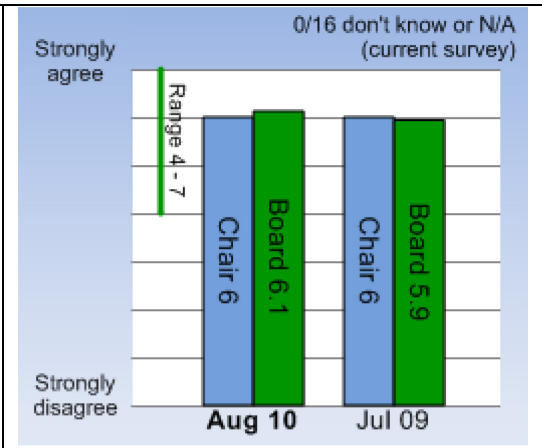
**46. Preventing "group think"**  
 Identifies and combats group think tendencies and decision-making biases



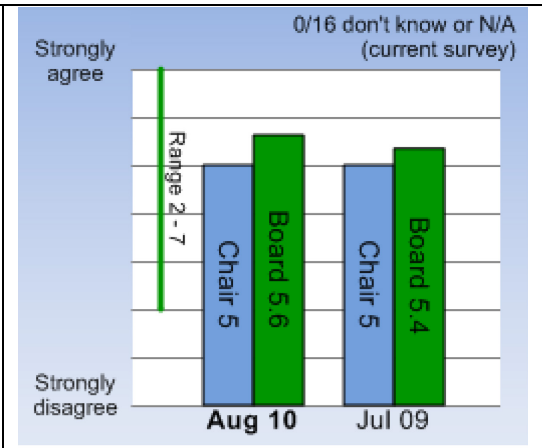
**47. Independent thinking**  
 Where necessary, is resolute in maintaining their own views and resisting pressure from others



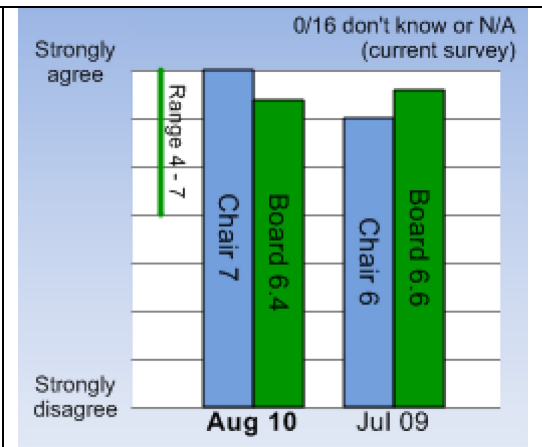
**48. Challenge and dissent**  
 Challenges fellow directors' assumptions, raises concerns and expresses dissenting views if necessary, but is prepared to end it and move on



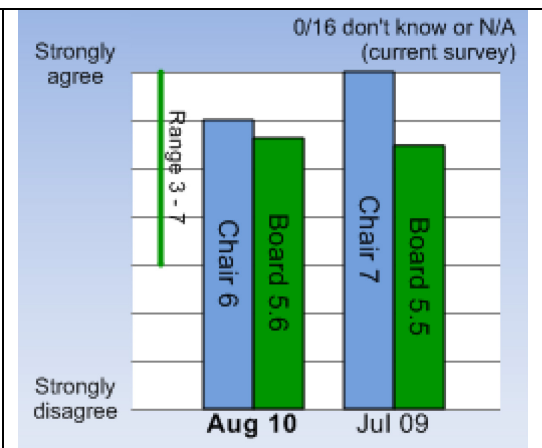
**49. Listening and accommodating others' views**  
 Listens attentively to others' views and elicits effective listening by the board; alters stances where appropriate



**50. Persuasive communication**  
 Is articulate, logical and argues points of view persuasively



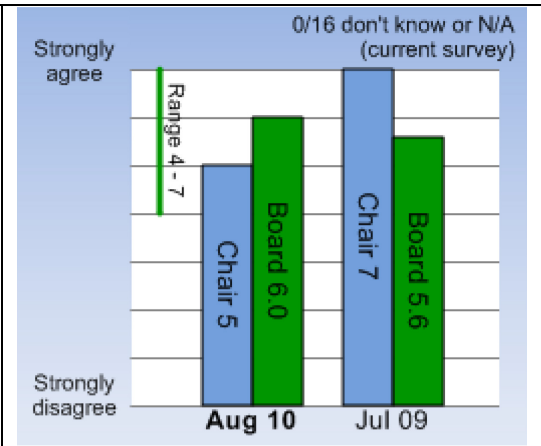
**51. Debate and resolution**  
 Values and encourages rigorous debate, but guides the board towards resolution by keeping discussions focused on key issues and the decision at hand





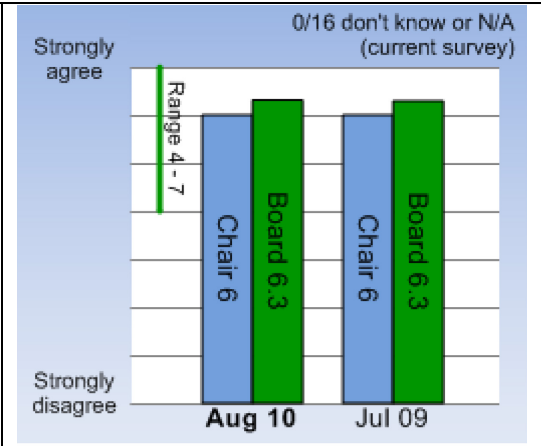
**52. Exploring options and finding common ground**

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



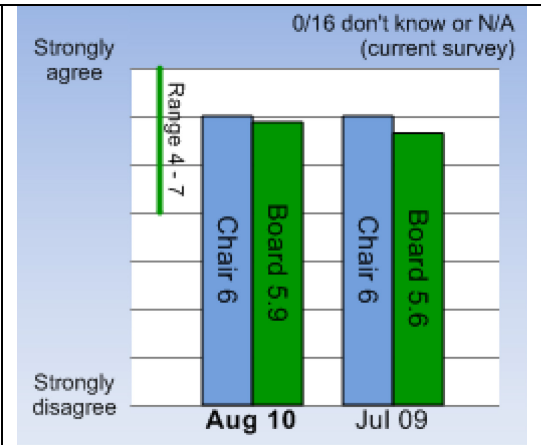
**53. Contribution and commitment to decisions**

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



**54. Leadership and teamwork**

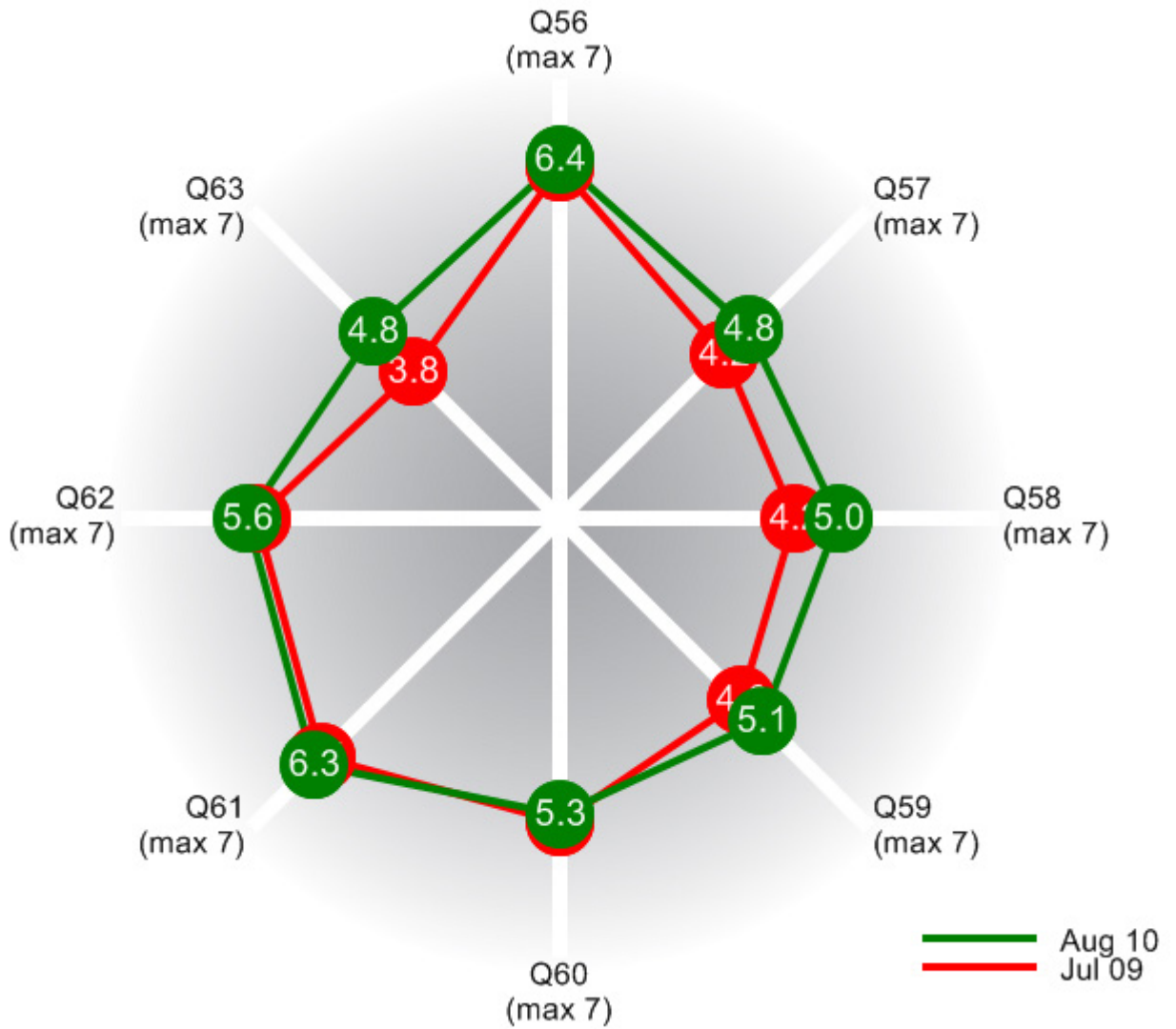
Is a committed and confident leader, who encourages cohesion and effective teamwork at the board and will act to prevent the emergence of dysfunctional relationships amongst directors



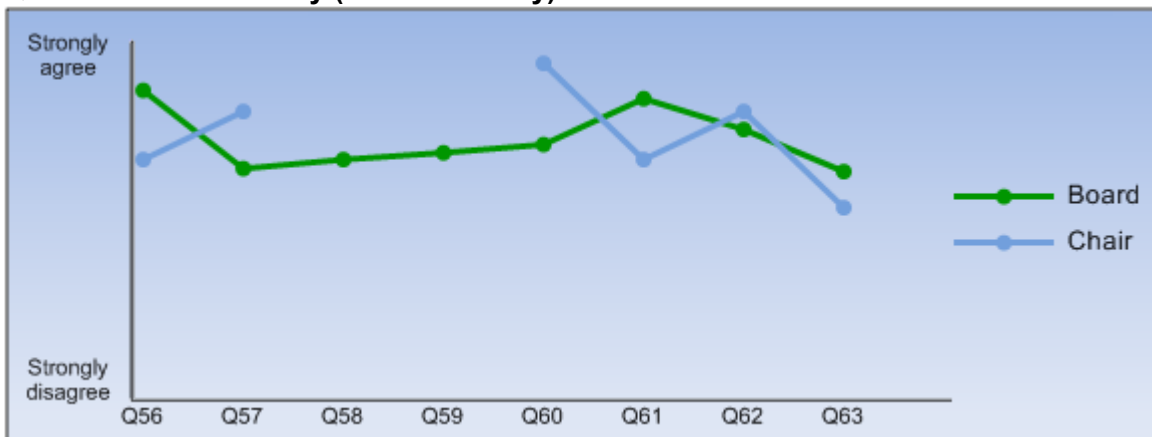
[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

## Capability (Chair)

### Question Set Summary (Board only)

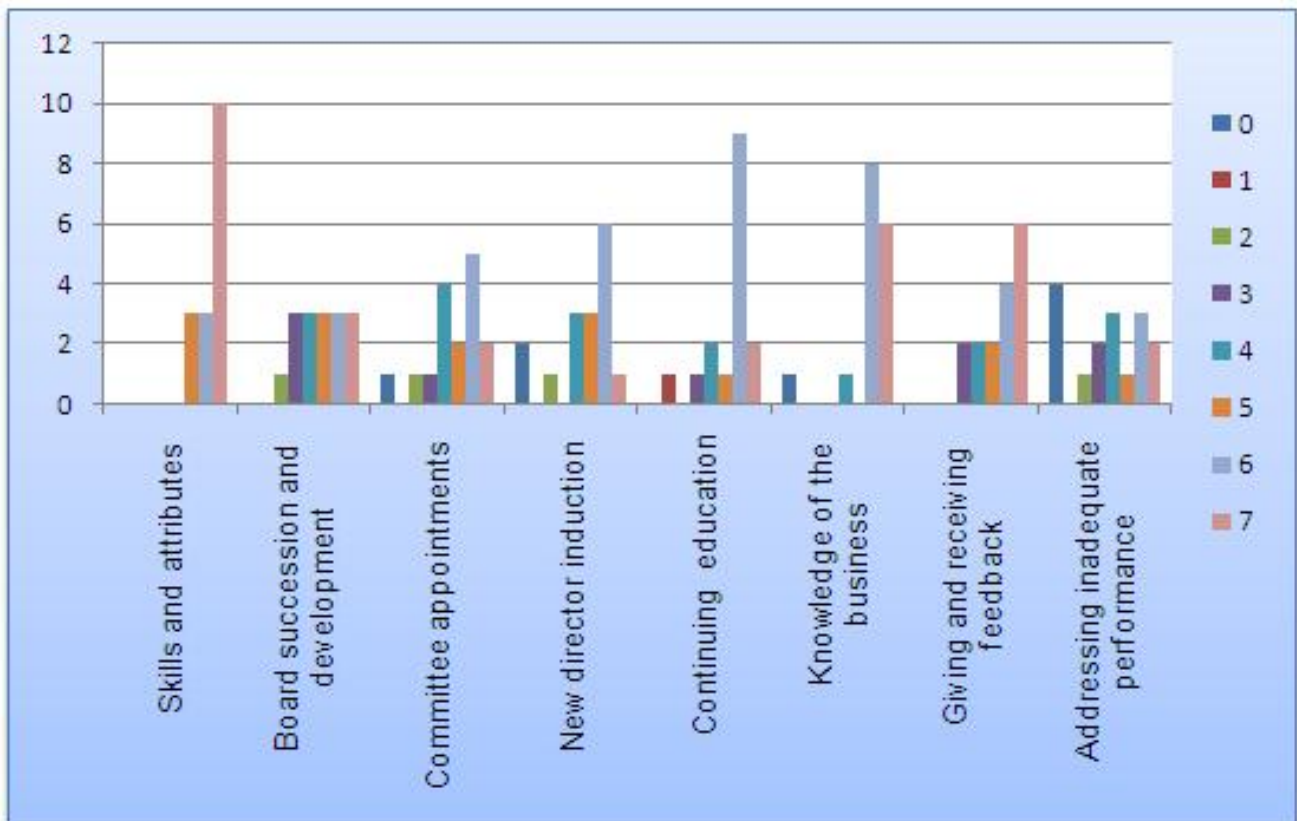


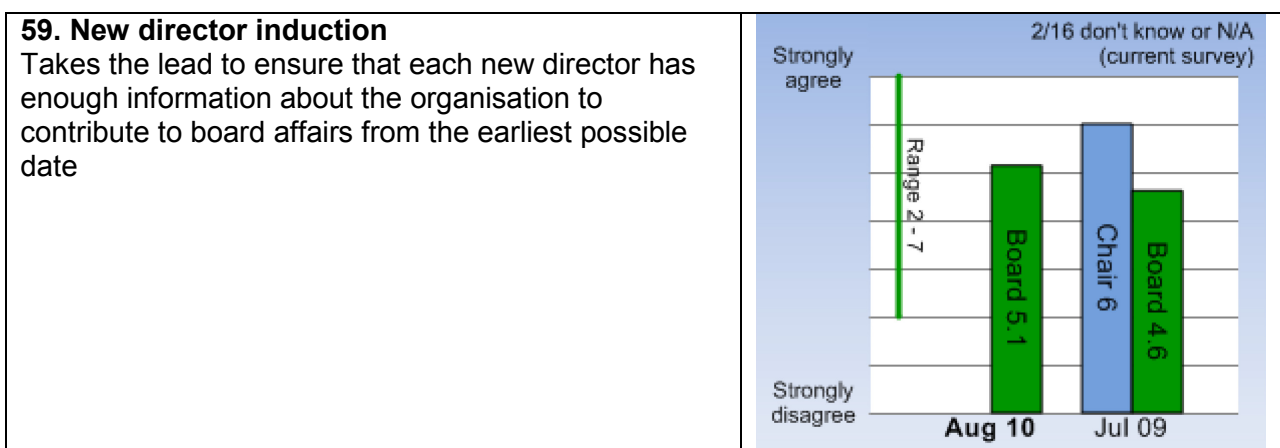
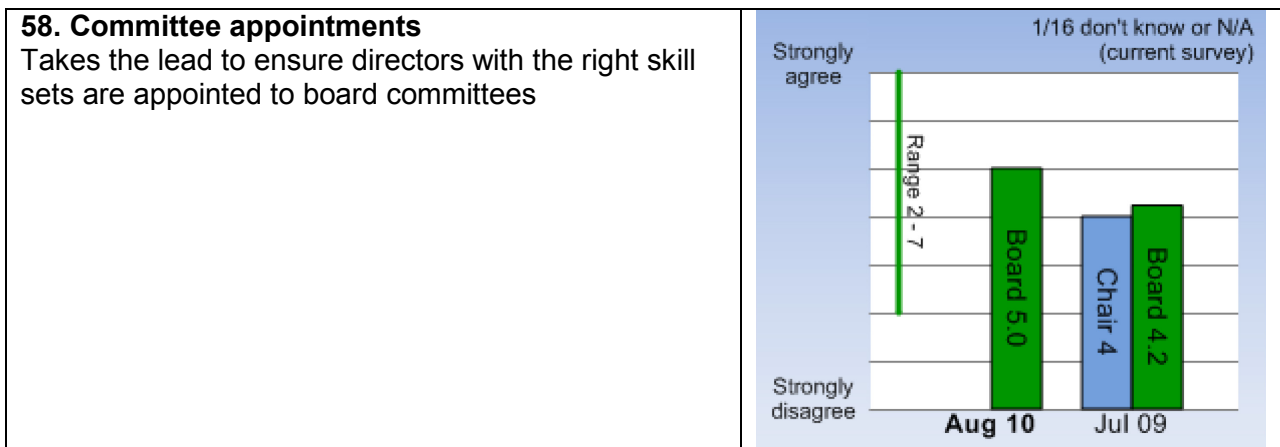
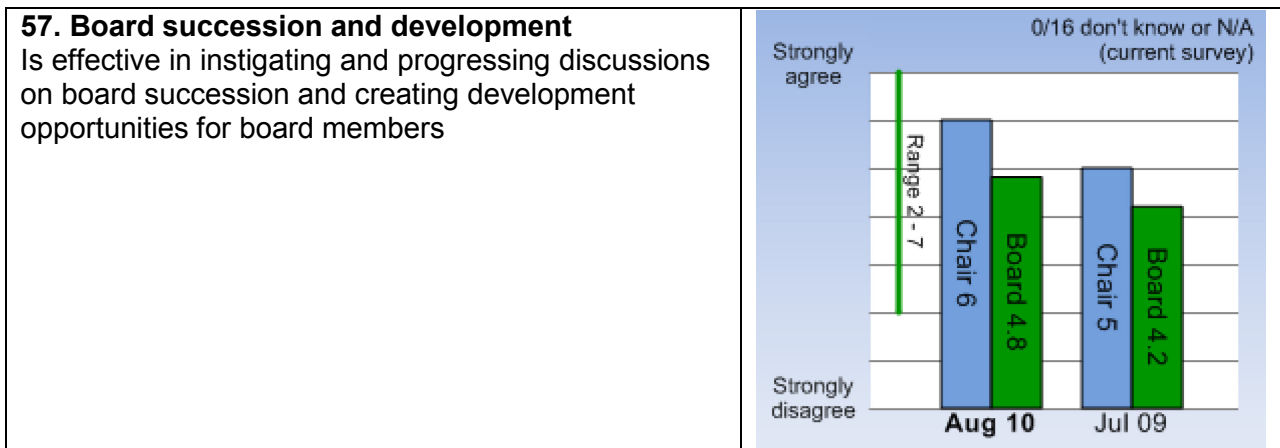
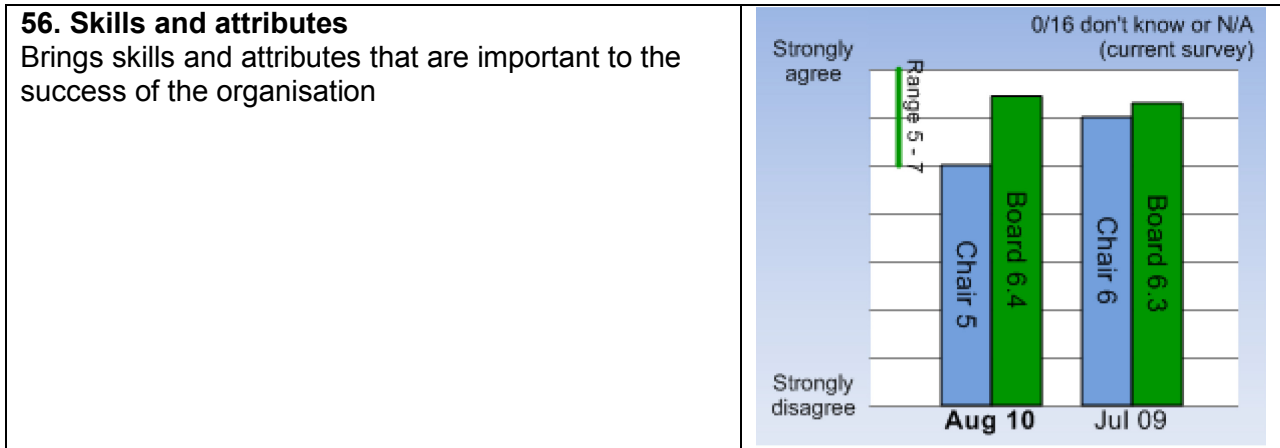
### Question Set Summary (current survey)

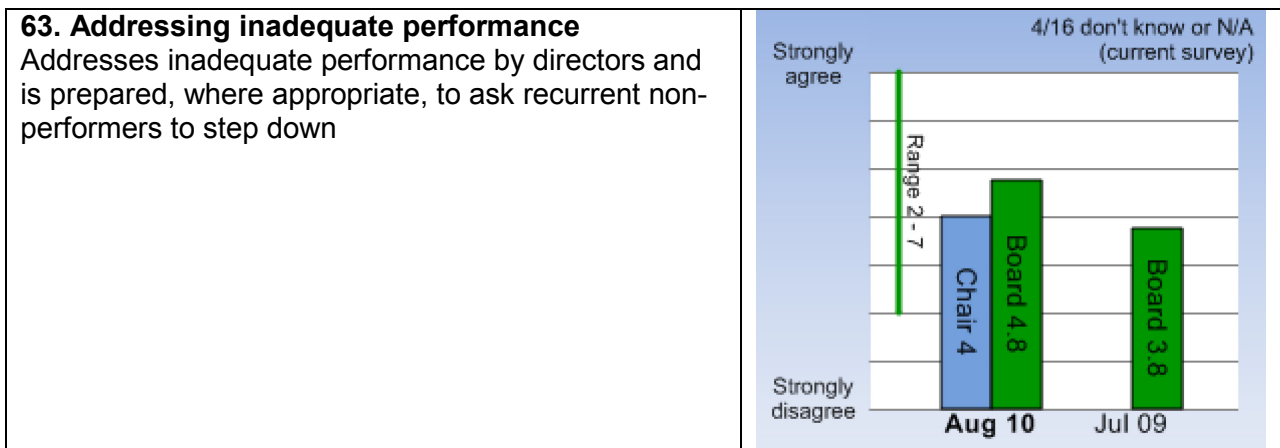
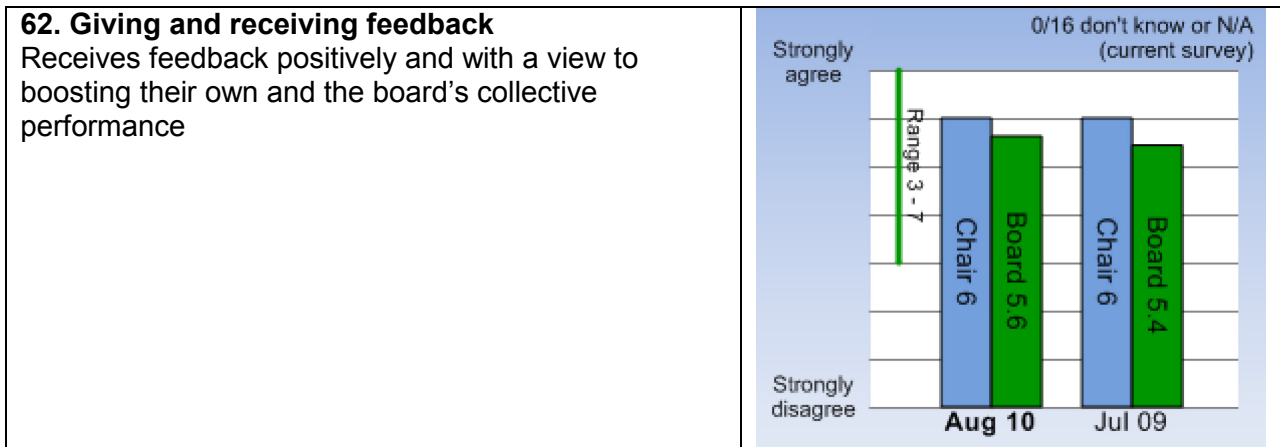
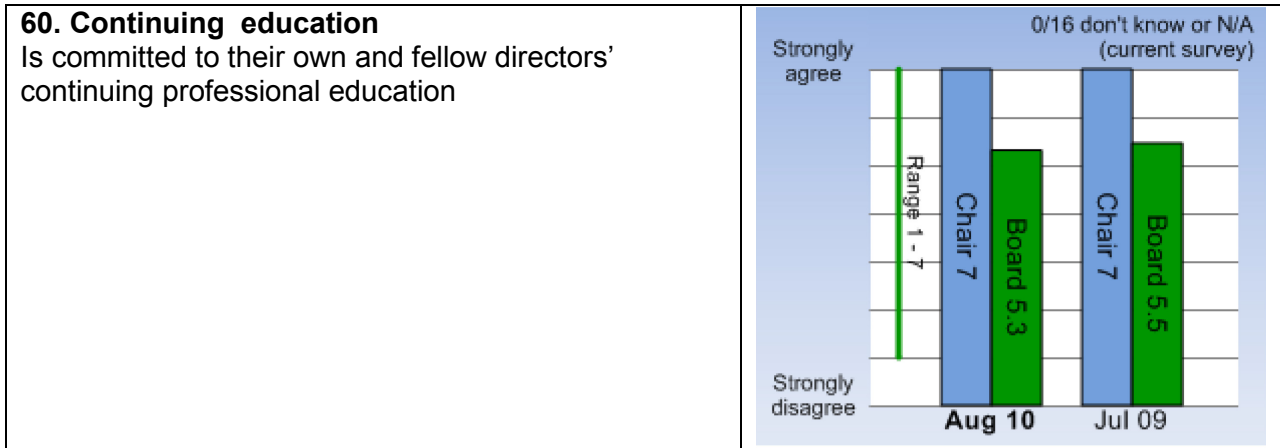


## Appraisal Report - Peter Dengate Thrush

	#	Question name	DK or N/A	1	2	3	4	5	6	7	Total	BD Ave	Median	Mode	SD	Chair
<b>CAPABILITY</b>	56	Skills and attributes						3	3	10	16	6.4	7	7	0.81	5
	57	Board succession and development			1	3	3	3	3	3	16	4.8	5	3	1.6	6
	58	Committee appointments	1		1	1	4	2	5	2	16	5.0	5	6	1.46	DK or N/A
	59	New director induction	2		1		3	3	6	1	16	5.1	5.5	6	1.29	DK or N/A
	60	Continuing education		1		1	2	1	9	2	16	5.3	6	6	1.58	7
	61	Knowledge of the business	1				1		8	6	16	6.3	6	6	0.8	5
	62	Giving and receiving feedback				2	2	2	4	6	16	5.6	6	7	1.45	6
	63	Addressing inadequate performance	4		1	2	3	1	3	2	16	4.8	4.5	4	1.66	4







[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

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## Overall (Chair)

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[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]