



Submitted by TTG Consultants

ICANN NOMCOM 360° LEADERSHIP EVALUATIONS REPORT FOR HANS PETTER HOLEN

Survey Conducted in July & August, 2016

ICANN NOMCOM 360° LEADERSHIP EVALUATIONS REPORT FOR HANS PETTER HOLEN

METHODOLOGY OVERVIEW

The following Summary expresses the opinions of individuals asked to participate in an on-line Survey and then in a telephone or Skype interview. The participants were asked to evaluate the current ICANN Nominating Committee Chair-Elect, Hans Petter Holen via the questions indicated below. The resulting answers are not statements of fact, and often are the result of one person's comments.

This Survey was conducted during the months of July and August, 2016.

Methodology of the Survey

There were two parts to the Survey...

1. The Written Survey 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 Survey asked each participant to expand on their answers to the 11 questions in the Written Survey. In addition as time allowed, other questions were asked about issues that likely would involve the NomCom.

The Written Survey

The questions in the Written Survey 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. Individual treats others with respect.
8. Takes responsibility and is accountable for ensuring 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 Survey 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 Survey; 17 responded and submitted a completed questionnaire.

The Telephone/Skype Survey

Evaluators/Raters

There were 18 Evaluators/Raters that were invited to participate; 15 responded and were interviewed for approximately 30 minutes each.

Questions asked included...

1. Please expand on your responses to the 11 questions in the Written Survey questionnaire.
2. Please provide any other thoughts about the person being rated and/or issues involving the NomCom...
 - a. *Leadership Style* (“how” he leads other people and teams),
 - b. *Management Style* (“how” he manages projects and meetings),
 - c. *Operating Style* (“how” he gets things done, such as accomplishing tasks)?

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

RESULTS FROM THE WRITTEN SURVEY

All questions Summary ratings: **49.9 out of 55**

Total Average = **4.5 out of 5**

Strongly Agree = 105

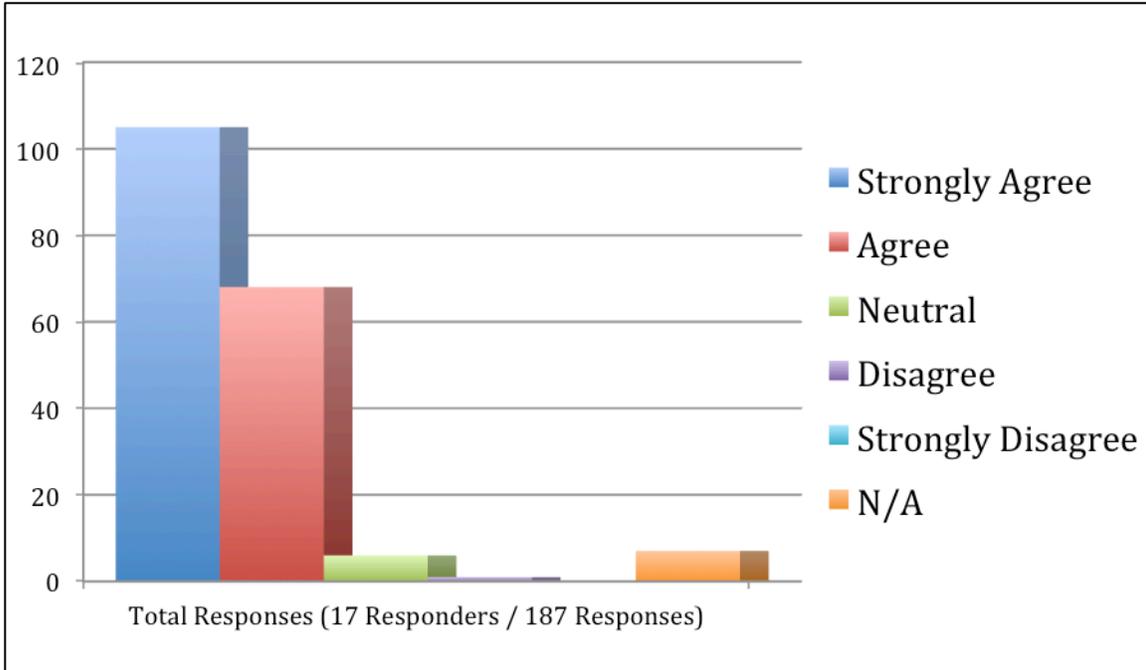
Agree = 68

Neutral = 6

Disagree = 1

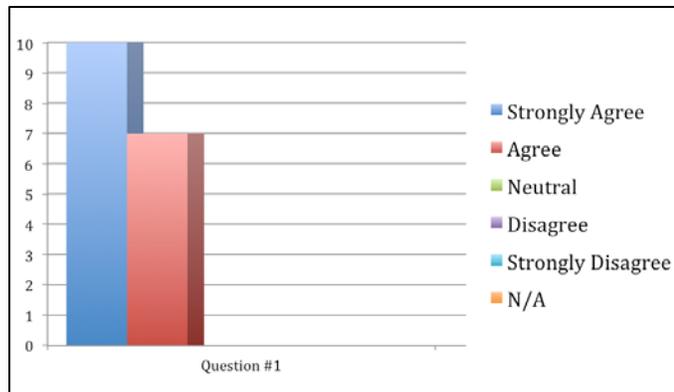
Strongly Disagree = 0

N/A = 7



Question #1: Demonstrates integrity – **4.6**

Strongly Agree = 10
 Agree = 7
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments

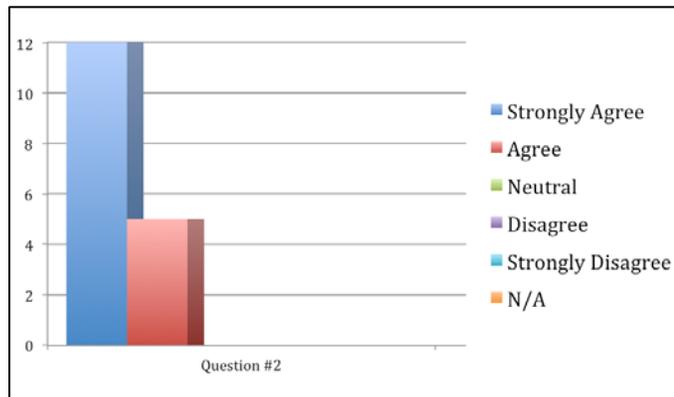
Although Hans Petter was less involved than the Chair (there were very few opportunities for him to lead), whenever he did chair a meeting, he certainly demonstrated integrity. He has always been punctual, focused on team performance and consistent in his actions. Hans Petter never attempted to unduly influence decisions or processes and he has no hidden agendas or preferences. He tried to encourage members to make their own decisions, all the while respecting the process. He was able to provide very useful historical insight about the NomCom, based on his previous experience. When disparate views about process were voiced, he attempted to reach shared understandings with everyone involved.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #2: Participates in an open and honest manner – 4.7

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



Summary of Positive Comments

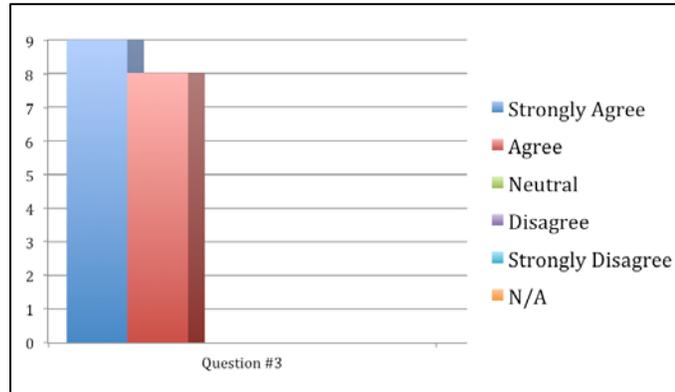
In the absence of the Chair, Hans Petter facilitated some meetings, and he did so in a very fair manner. There is no evidence that he does not participate in an open and honest manner. He is transparent and does not hide negative news. He removes doubts by communicating with everyone frequently. Hans Petter's arguments were always clear and coherent, and when given the opportunity, he participated in an open and honest way. Unfortunately, Hans Petter did not participate much, since the Chair presided over most meetings.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #3: Demonstrates good judgment – 4.5

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



Summary of Positive Comments

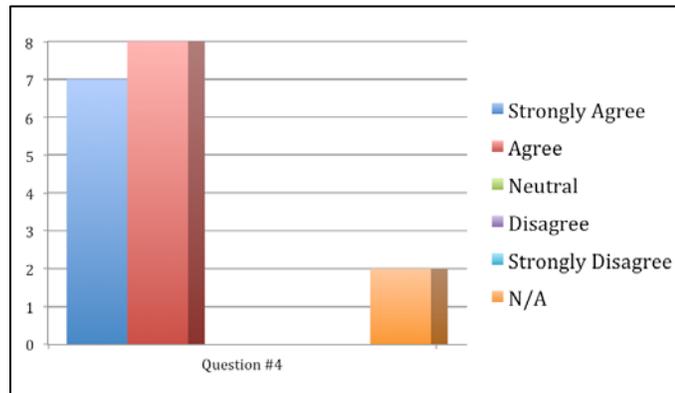
This was somewhat difficult to discern, since Hans Petter did not have many opportunities to lead meetings. He was well respected by all and consistently provided a good “sounding board” for member conversations. Hans Petter “popped-in” to discussions, in order to ensure they remained on the right track. He has the ability to make everyone comfortable about agreed-upon solutions.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

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

Strongly Agree = 7
Agree = 8
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 2



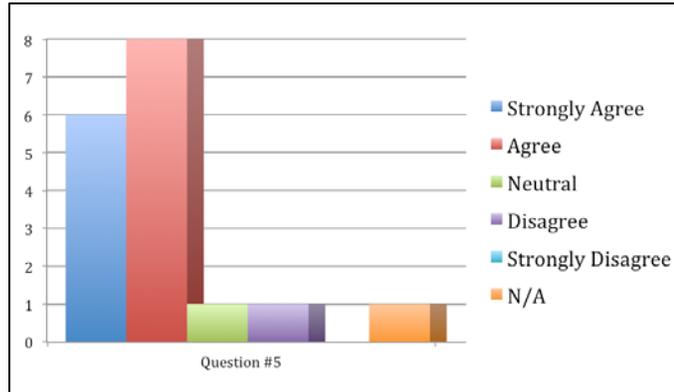
Summary of Positive Comments

Hans Petter never attempted to influence members either for or against any candidate or issue. He used his influence to help the Chair lead the team. He helped reach consensus solutions – in a measured way – by trying to soften some of the rough spots.

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

Question #5: Is an effective leader – **4.2**

Strongly Agree = 6
Agree = 8
Neutral = 1
Disagree = 1
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments

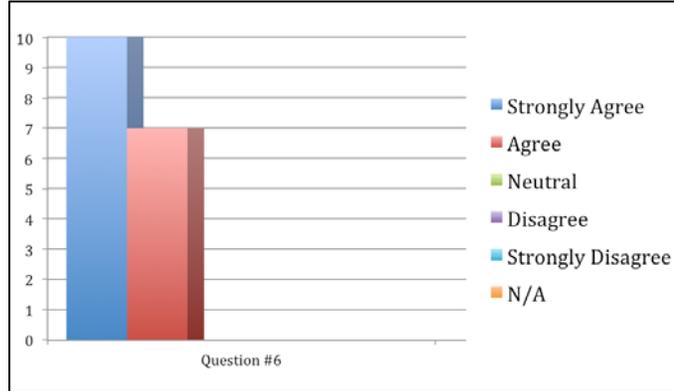
Hans Petter was somewhat less vocal than the Chair, but was an effective leader in his own way. He certainly had the respect of the full Committee. He provides everyone with the opportunity to air their views. Because he is a leader, people listen to his views. On those occasions during which he was able to lead the team, he achieved results fairly quickly.

Summary of Responses Indicating Need for Improvement

When Hans Petter facilitated meetings, he did so indecisively and ineffectively. He did not handle one of the polling exercises well – due to a lack of direction from Hans Petter, the group was confused about what it was doing (he could have been more communicative, as well as assertive).

Question #6: Is a good listener – **4.6**

Strongly Agree = 10
Agree = 7
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

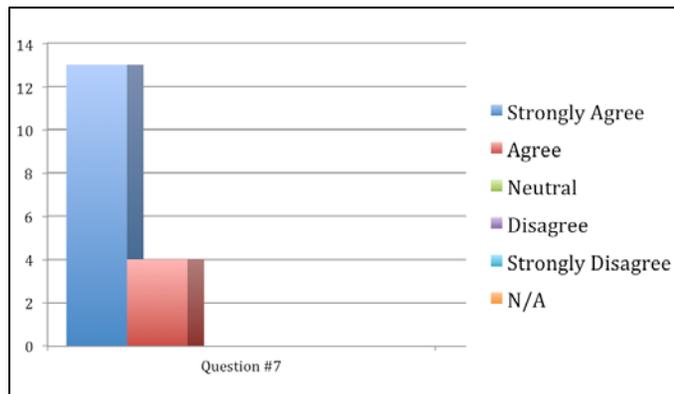
Hans Petter carefully listened to every single point raised by any and all team members. He listened to all suggestions. He was always “on-point”, and knew about whatever subject was being discussed.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #7: Individual treats others with respect – **4.8**

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



Summary of Positive Comments

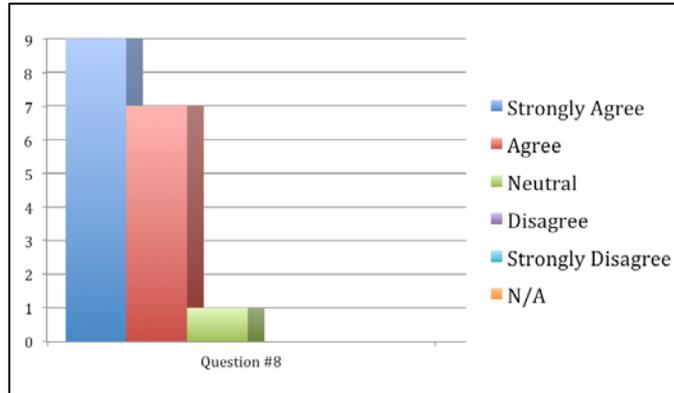
During the few meetings Hans Petter chaired, everyone was treated with respect. He appeared to respect all team members, as well as the leadership team. He was always respectful and never out of line.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #8: Takes responsibility and is accountable for ensuring the Nominating Committee meets its timelines – **4.5**

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



Summary of Positive Comments

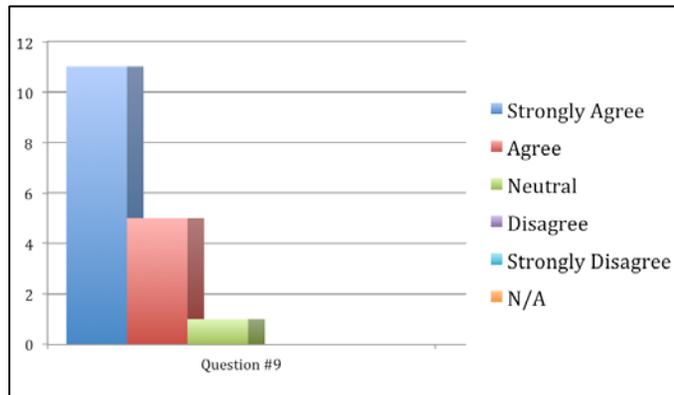
Hans Petter assumed his role of Chair-Elect effectively, and in the absence of the Chair, he took charge and was committed to meeting the necessary timelines with considerable seriousness. A testament to his meeting timelines is the fact that, under the guidance of the leadership team, the Committee finished early.

Summary of Responses Indicating Need for Improvement

Hans Petter could have been more actively supportive of the Chair.

Question #9: Demonstrates impartiality and neutrality – **4.6**

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



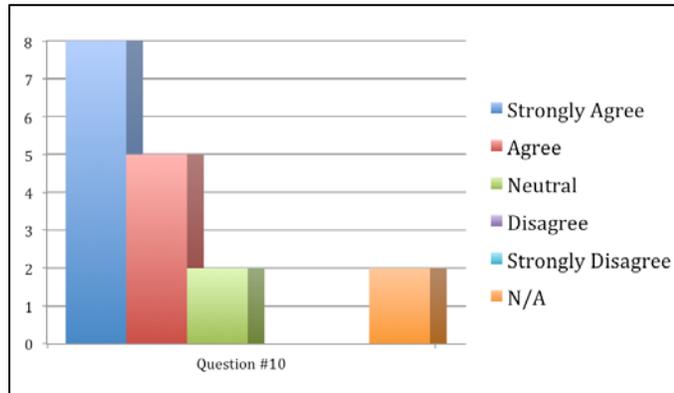
Summary of Positive Comments

Hans Petter never showed any bias in any of the NomCom meetings. His judgment was impartial and neutral at all times. He never took sides and was very objective in discussions about candidates.

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

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 = 8
Agree = 5
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 2



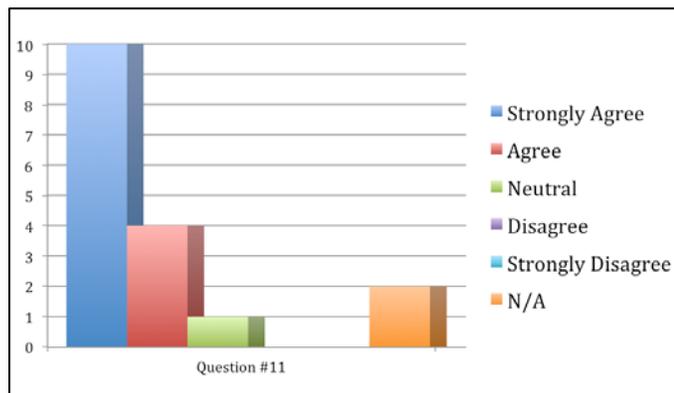
Summary of Positive Comments

Hans Petter has a good understanding of the values involved with the ICANN Board, etc. His words, attitude and behavior all demonstrate an understanding of the values a NomCom appointee would add to the Board, ALAC, GNSO and ccNSO. Hans Petter never offered an opinion on a candidate, other than to provide information on his or her background.

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

Question #11: Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO – **4.6**

Strongly Agree = 10
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 2



Summary of Positive Comments

Hans Petter has a good understanding of all the necessary criteria. There is no question that he understands the criteria needed for selection of appointees. Perhaps due to his previous experience with the NomCom, he has a good knowledge of the procedures and criteria necessary.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

RESULTS FROM THE TELEPHONE/SKYPE SURVEY

Questions asked included...

1. Please expand on your responses to the 11 questions in the Written Survey questionnaire.
2. Please provide any other thoughts about the person being rated and/or issues involving the NomCom...
 - a. *Leadership Style* (“how” he leads other people and teams),
 - b. *Management Style* (“how” he manages projects and meetings),
 - c. *Operating Style* (“how” he gets things done, such as accomplishing tasks)?

Verbal comments echoed those in the written 360° questionnaire.

Leadership Style (how he leads other people/members and teams):

Positive...

Hans Petter did a great job as Chair-Elect. He was professional and kept things on-track and on-point during those opportunities he led the group. His style of leadership is both Strategic (long-term) and Tactical (a focus on detail). He is a “participatory” leader (he seeks others’ opinions and then he makes a decision – particularly with regard to how today’s decisions will impact tomorrow. Hans Petter is a good listener and a consensus builder, who wants a practical result from discussions. He is quite sociable and likeable, and has a low-key style of communication. He will be a good Chair for the NomCom.

Areas for Improvement/Development...

Hans Petter could have been more decisive – he could have stopped conversations earlier and pushed for outcomes. He can be too detailed and not strategic enough (looking at the larger picture).

Management Style (how he manages projects and issues):

Positive...

Hans Petter very much participated in the process. He is quite strong on decision-making. He is focused on the details for effectively scheduling timelines, and he delegates well (allowing Committees to do detail work). He performed well in his role as learning about the role of the Chair, and he facilitated well on the few occasions in which he substituted for the Chair. Hans Petter did not attempt to influence any decisions of the team.

Areas for Improvement/Development...

There were no comments or suggestions.

Operating Style (how he gets things done, such as accomplishes tasks):

Positive...

Hans Petter is always prepared. He is very effective as a member of the Committee. He is even-keeled/consistent, soft-spoken, quite humble, has clear opinions, is objective and he remains neutral. He provides equal time for everyone to share opinions in discussions. He tries to not offend anyone.

Areas for Improvement/Development...

Sometimes he appeared to be a bit biased. He is not good at facilitating meetings, since he wastes time in making group decisions. He sometimes becomes distracted and doesn't drive things forward (he should be more assertive). Hans Petter could be a bit more "step-by-step" focused, not assuming all members are on the same step.

ICANN Nominating Committee Leadership 360 Evaluations – 2016

Hans Petter Holen

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
49.9	4.6	4.7	4.5	4.5	4.2	4.6	4.8	4.5	4.6	4.4	4.6

Meanings of the Rating Scores:

Overall Ratings

Each Survey provides for a maximum 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 an average of the score of all answered surveys 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.