



Submitted by TTG Consultants

ICANN NOMCOM 360° LEADERSHIP EVALUATIONS REPORT FOR WOLFGANG KLEINWAECHTER

Survey Conducted in July & August, 2016

ICANN NOMCOM 360° LEADERSHIP EVALUATIONS REPORT FOR WOLFGANG KLEINWAECHTER

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 Associate Chair, Wolfgang Kleinwaechter 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; 16 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: **50 out of 55**

Total Average = **4.5 out of 5**

Strongly Agree = 102

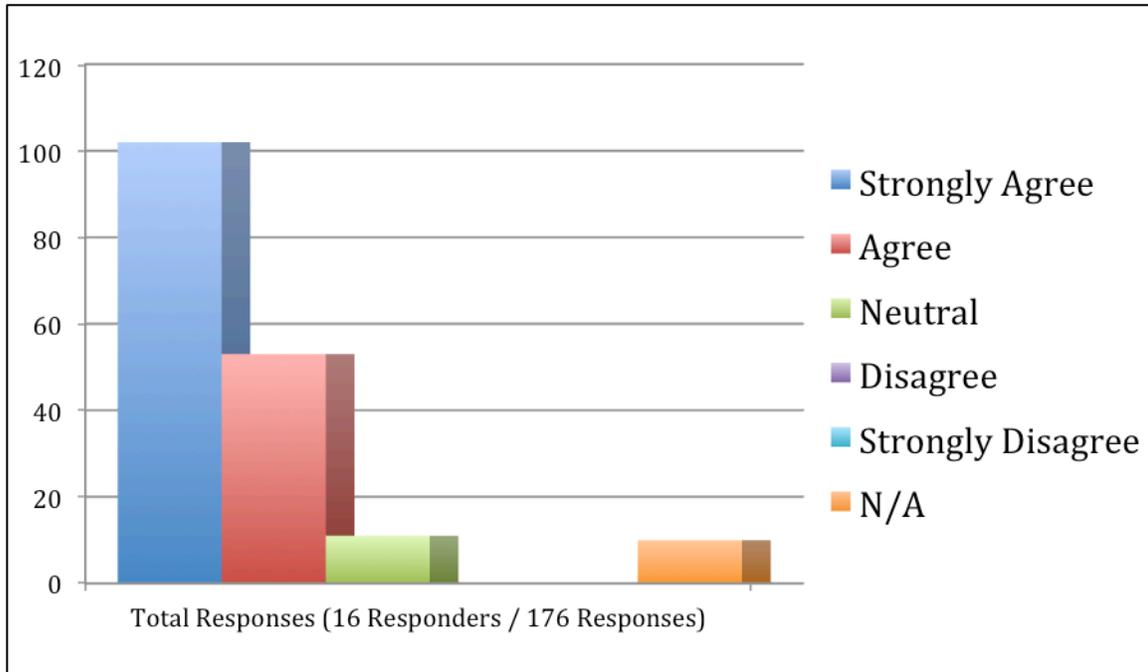
Agree = 53

Neutral = 11

Disagree = 0

Strongly Disagree = 0

N/A = 10



Question #1: Demonstrates integrity – **4.7**

Strongly Agree = 10

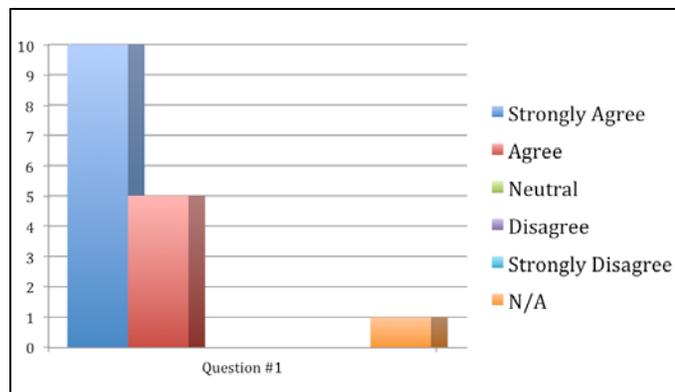
Agree = 5

Neutral = 0

Disagree = 0

Strongly Disagree = 0

N/A = 1



Summary of Positive Comments

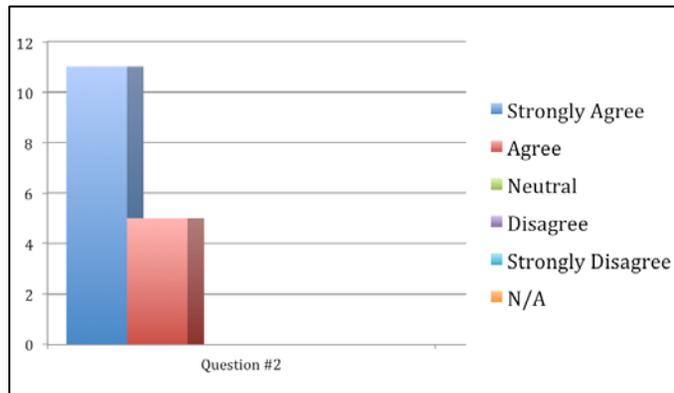
Wolfgang's integrity is at a very high level – he never unduly influenced any processes or decisions, and he had no hidden agendas or preferences. He always tried to steer members toward making their own decisions, while respecting the process. When disparate views were aired, he tried to seek common understanding. Wolfgang provided many historical insights, due to his long experience at ICANN and within the NomCom. Having been a member of the Board, he commanded a great deal of respect. Wolfgang genuinely wanted the NomCom to produce the best results possible.

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



Summary of Positive Comments

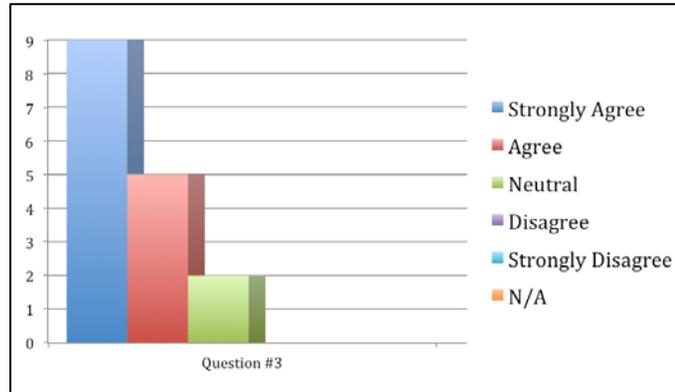
Wolfgang's participation has been very open and honest, but his role has been limited to listening to group discussions and correcting the team when he feels it is getting off-track. He contributed much useful information about his past NomCom experiences. He has always been friendly, open and honest in his dealings with the team and individual members.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #3: Demonstrates good judgment – 4.4

Strongly Agree = 9
Agree = 5
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

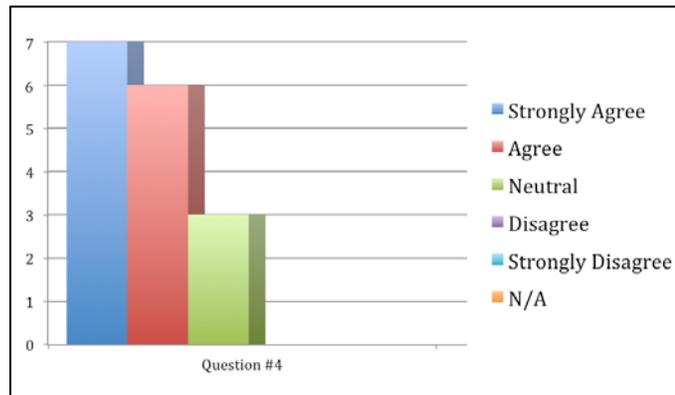
There is no question that Wolfgang has good judgment. It was somewhat difficult to determine just how good his judgment is, since he participated only as the Associate Chair. He was somewhat selective in his participation on certain subjects, due to his role on the NomCom.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #4: Effectively uses influence in an appropriate manner – 4.3

Strongly Agree = 7
Agree = 6
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

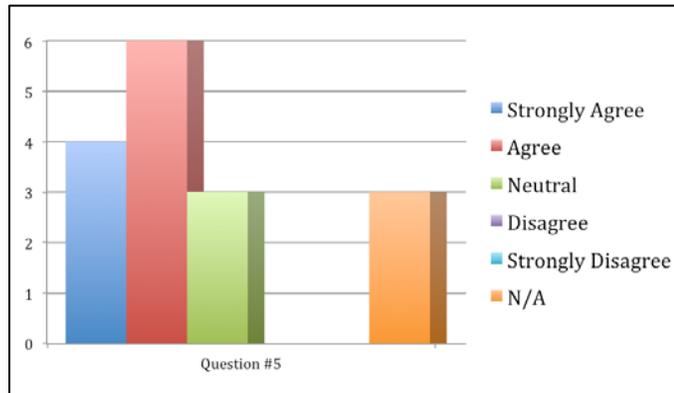
Wolfgang never tried to influence, either positively or negatively, about any candidate – which is using his influence appropriately. When he participated, he did so with reason and logic. He did use his influence appropriately in all NomCom meetings.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #5: Is an effective leader – 4.1

Strongly Agree = 4
Agree = 6
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 3



Summary of Positive Comments

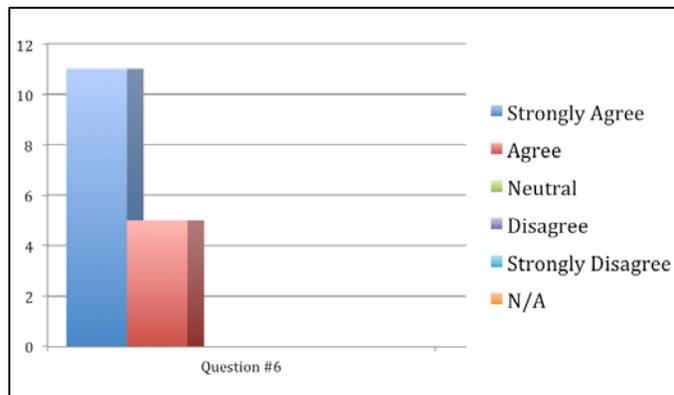
As Associate Chair, he didn't have many opportunities to lead the team, however on those few occasions when he did so, he was effective. He was a silent listener, but when called upon, he participated with excellent historical perspective.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #6: Is a good listener – 4.7

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



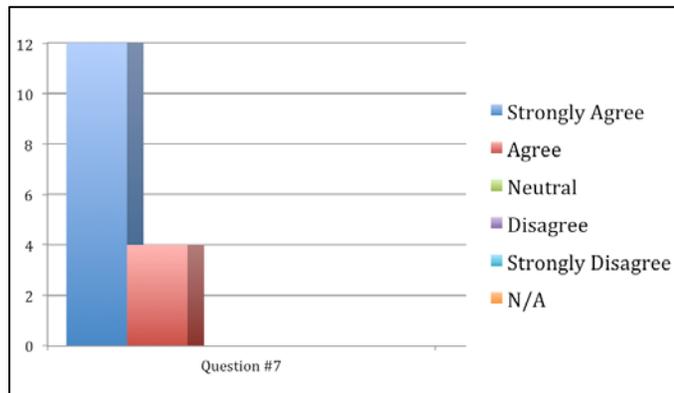
Summary of Positive Comments

Wolfgang is a good listener and because of his extensive experience at ICANN and with the NomCom, he is able to bring what he hears into historical perspective. He listens carefully to all team discussions. He listens and then allows the group dynamics to play-out.

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

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

Strongly Agree = 12
Agree = 4
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



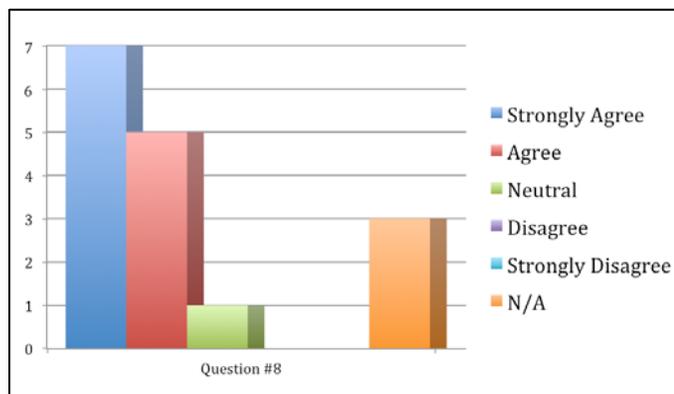
Summary of Positive Comments

Wolfgang is always respectful. Because he respects others, he is respected in return. He demonstrated no impatience or arrogance toward others. He was always polite and gentle with other members.

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 = 7
Agree = 5
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 3



Summary of Positive Comments

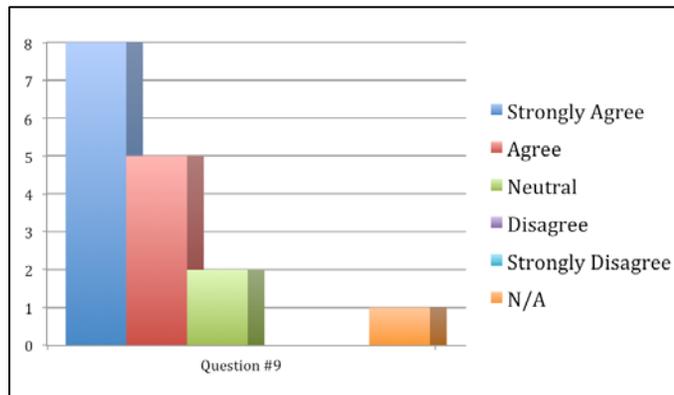
Although this was not Wolfgang's principle responsibility, as part of the leadership team, he assisted the Chair in ensuring that timelines were met. He also frequently followed-up on important issues for the Chair.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #9: Demonstrates impartiality and neutrality – 4.4

Strongly Agree = 8
Agree = 5
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments

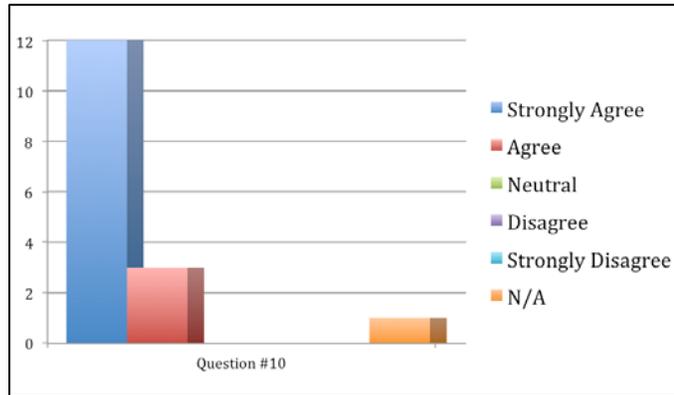
Wolfgang showed impartiality and neutrality in all of his interventions, never trying to influence the team. He was most concerned that the NomCom would produce the very best result.

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 – **4.8**

Strongly Agree = 12
 Agree = 3
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 1



Summary of Positive Comments

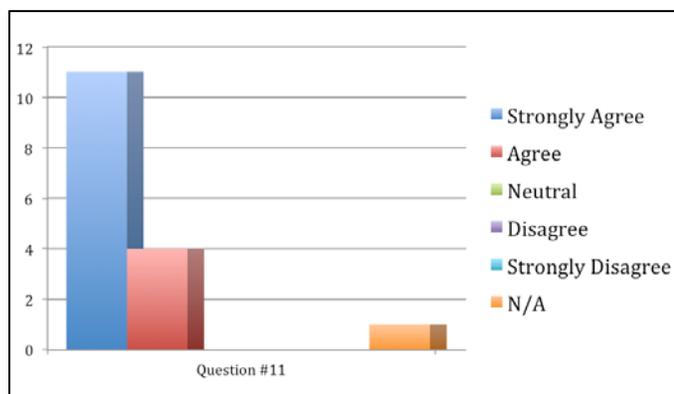
Without being overbearing or dominating, Wolfgang showed his extensive knowledge of the ICANN Board, ALAC, GNSO and ccNSO. From the start of the NomCom to its finish this year, he demonstrated his knowledge of the above functions. His experience clearly showed on a frequent basis. Wolfgang continued to remind members about the values the NomCom was and was *not* seeking. He understood these values perhaps better than anyone else on the leadership team or on the Committee. He was very clear in his views about such values.

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 – **4.7**

Strongly Agree = 11
 Agree = 4
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 1



Summary of Positive Comments

Wolfgang's previous experience as a Board member provided a valuable perspective regarding selection criteria. His views were quite clear and very helpful in understanding the criteria for the selection of appointees.

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...

Wolfgang is open, honest and did a very good job as Associate Chair. He would make an excellent mentor for new members, since he helped to keep new-comers on-track. He is very much a known quantity. He led some of the sub-committee members to be active and to do outreach (via social networking). Words that describe his leadership are: reasonable, professional, cooperative, a listener (absorbing different perspectives on issues), consensus-focused, flexible and sociable. Things don't have to go "his" way. Wolfgang guides people by questioning them.

Areas for Improvement/Development...

Wolfgang could have been more involved and more vocal in meetings.

Management Style (how he manages projects and issues):

Positive...

Wolfgang's experienced perspective was very useful to the Chair. He has a wonderful sense of humor, which is quite refreshing when the going in committees gets tough. Because of his experience within past NomComs, he was able to bring up issues that had not been considered. Wolfgang is a very strategic (long-term) thinker, and provided excellent overall guidance.

Areas for Improvement/Development...

He could have stepped forward more and been more assertive.

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

Positive...

Wolfgang is very smart and has tremendous experience about the NomCom. He was rather quiet, but well prepared and certainly helped to discuss issues completely. He is very clear on what he wants to accomplish, and does so in a consensus way. Although Wolfgang doesn't say much, he is quite approachable and extremely knowledgeable about ICANN and the NomCom.

Areas for Improvement/Development...

He is rather quiet and soft-spoken – this is good for some situations, but he could benefit from understanding how to be more vocal.

ICANN Nominating Committee Leadership 360 Evaluations – 2016

Wolfgang Kleinwaechter

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
50	4.7	4.7	4.4	4.3	4.1	4.7	4.8	4.5	4.4	4.8	4.7

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.