



Submitted by TTG Consultants

# ICANN NOMCOM LEADERSHIP EVALUATION FOR JAY SUDOWSKI SUMMARY OF COMMENTS

Evaluation Conducted in July, 2019

# ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR JAY SUDOWSKI (CHAIR-ELECT)

## METHODOLOGY OVERVIEW

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

This Evaluation was conducted during the month of July, 2019.

### Methodology of the Evaluation

There were two parts to the Evaluation...

1. The Written Evaluation was completed on-line. It contained 11 questions, each of which required a detailed explanation of why the rating was made.
2. The telephone/Skype call asked each participant to expand on their answers to the 11 questions in the Written Evaluation. In addition, as time allowed, other questions were asked about issues that likely would involve the NomCom.

### The Written Evaluation

The questions in the Written Evaluation were...

1. Demonstrates integrity.
2. Participates in an open and honest manner.
3. Demonstrates good judgment.
4. Effectively uses influence in an appropriate manner.
5. Is an effective leader.
6. Is a good listener.
7. Treats others with respect.
8. Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines.
9. Demonstrates impartiality and neutrality.
10. Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO.
11. Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO.

Each question could be answered by indicating one of the following six responses...

Strongly Agree  
Agree  
Neutral (neither agree nor disagree)  
Disagree  
Strongly Disagree  
N/A (not applicable – not enough information to rate this person)

### Meanings of the Ratios

#### *Overall Ratings*

The Evaluation provides for a maximum overall rating (the highest possible) of 55, which would mean the NomCom member received “Strongly Agree” responses on every question by all raters.

Thus, an overall rating of 55 out of 55 would mean a score of all “Strongly Agree” responses on every question by all raters.

#### *Individual Question Ratings*

Each of the 11 questions has a maximum rating of 5. Thus, a 5.0 would mean that all raters provided a “Strongly Agree” response on that specific question.

### Evaluators/Raters

There were 20 Evaluators/Raters that were invited to participate in this NomCom Leadership Evaluation; 18 responded and submitted a completed questionnaire.

### The Telephone/Skype Call

#### Evaluators/Raters

There were 18 Evaluators/Raters that were invited to participate; 12 responded and were interviewed for approximately 45 minutes each.

Questions asked included...

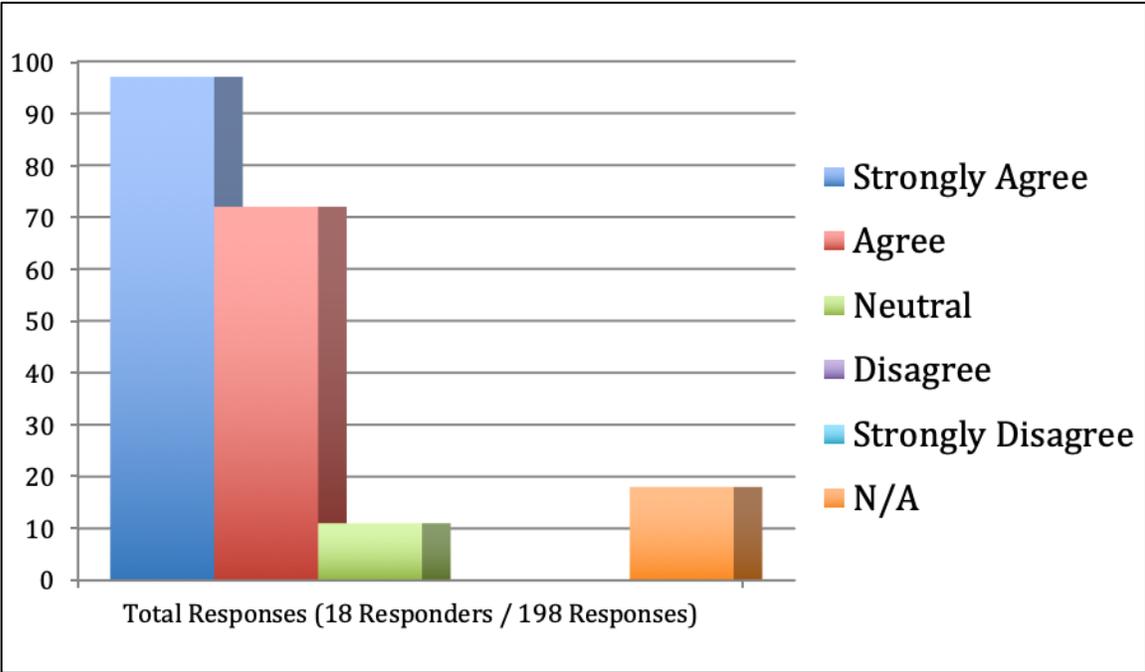
1. Please expand on your responses to the 11 questions in the Written Evaluation questionnaire.

- 2. Please provide any other thoughts about the person being rated and/or issues involving the NomCom...
  - a. *Planning Style* (“how” he plans meetings, projects, etc.).
  - b. *Implementation Style* (“how” he implements meetings and projects he has planned).
  - c. *Follow-Up Style* (“how” he compares results of finished meetings or projects with what was planned, often based on the need that caused the planning process).

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

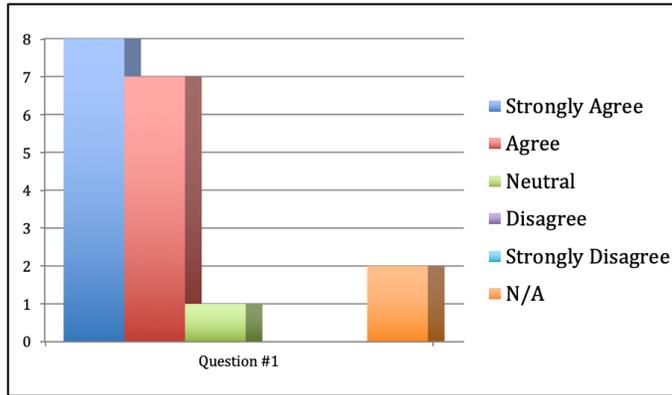
**RESULTS FROM THE WRITTEN EVALUATION**

All questions Summary ratings:  
 Total Average = **49.3 out of 55**  
 Strongly Agree = 97  
 Agree = 72  
 Neutral = 11  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 18



**Question #1: Demonstrates integrity – 4.4**

Strongly Agree = 8  
 Agree = 7  
 Neutral = 1  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 2



**Summary of Positive Comments**

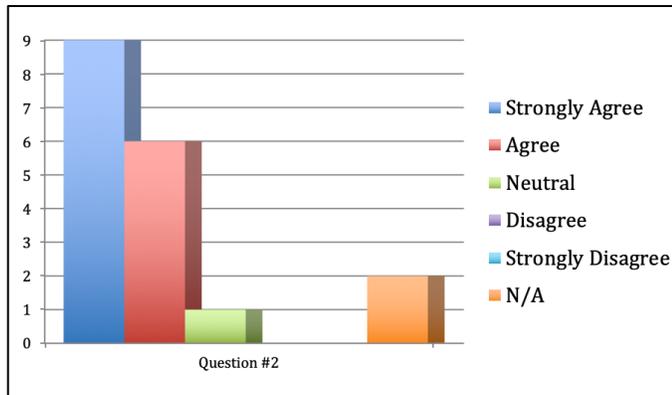
Jay is honest and straightforward, exhibiting no favoritism. He handled all of his responsibilities in a professional way. He is very familiar with the Bylaws, and his suggestions/decisions were all based on that framework. Jay is an effective leader with high integrity; he is very communicative and is greatly concerned about meeting targets.

**Summary of Responses Indicating Need for Improvement**

There were no comments or suggestions.

**Question #2: Participates in an open and honest manner – 4.5**

Strongly Agree = 9  
 Agree = 6  
 Neutral = 1  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 2



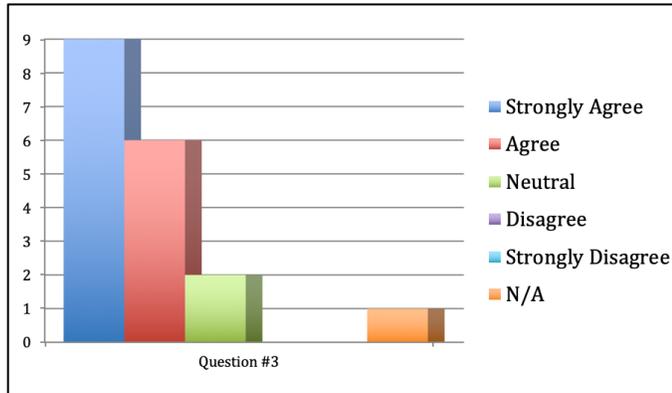
**Summary of Positive Comments**

Jay set an appropriate “tone” during the time he chaired meetings, and he ensured adequate time for discussion of issues. When he chaired meetings, he made certain that all Members were heard. He has a good communication style and was inclusive of all group participants. His open and honest communication style made him quite approachable – both in and outside of NomCom settings.

Summary of Responses Indicating Need for Improvement  
 Jay occasionally can appear to be flippant – but in a jocular way.

**Question #3: Demonstrates good judgment – 4.4**

Strongly Agree = 9  
 Agree = 6  
 Neutral = 2  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 1



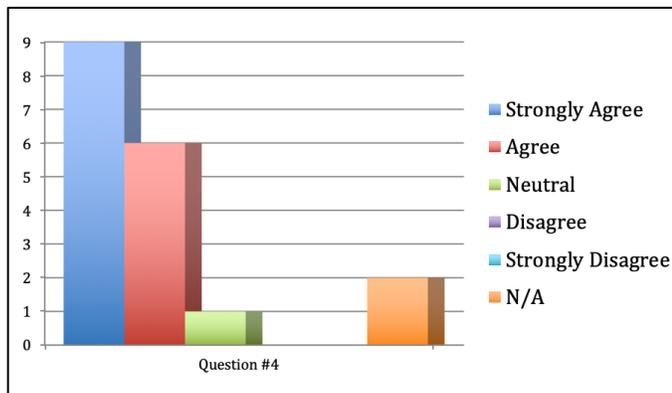
Summary of Positive Comments

Jay was a model Chair-Elect. He was impartial and knew how to complete the process in a fair and appropriate manner. He was sensitive to all Members' views, and was able to steer conversations in a constructive and fair way. Jay clearly demonstrated good judgment.

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 = 9  
 Agree = 6  
 Neutral = 1  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 2



### Summary of Positive Comments

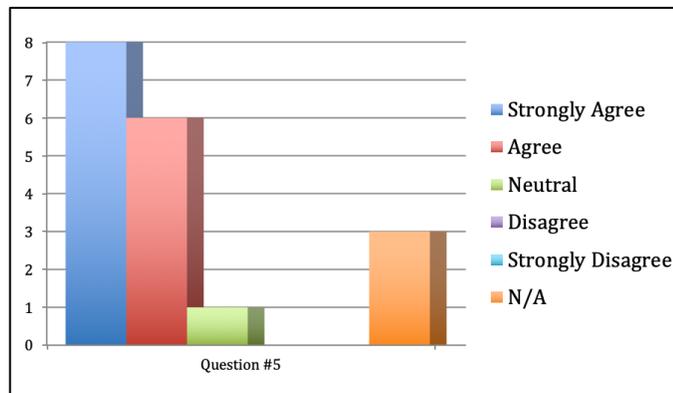
When Jay intervened as Chair-Elect, he added an analytical perspective that helped to resolve complex discussions. He provided advice and perspective, and assisted in keeping meetings on-track. He did not attempt to influence Members in their selection decisions. Jay did not drive personal views – instead, he invited input from all, while offering useful statistical information.

### Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

### Question #5: Is an effective leader – 4.5

Strongly Agree = 8  
Agree = 6  
Neutral = 1  
Disagree = 0  
Strongly Disagree = 0  
N/A = 3



### Summary of Positive Comments

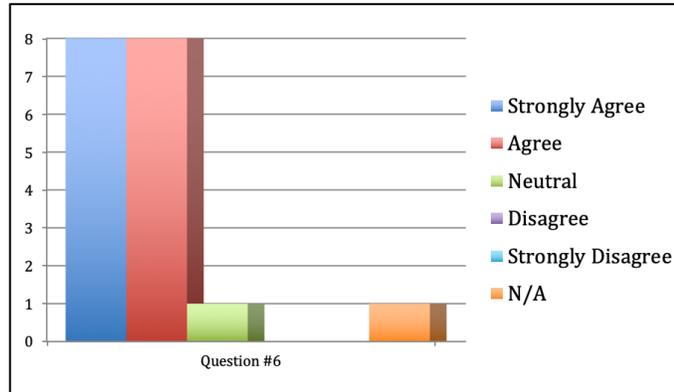
When Jay chaired meetings, he moved things along nicely. He quickly earned the group's respect, and became an effective Chair-Elect. He very ably chaired several meetings – with no issues.

### Summary of Responses Indicating Need for Improvement

There were no comments or suggestions

**Question #6: Is a good listener – 4.4**

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



**Summary of Positive Comments**

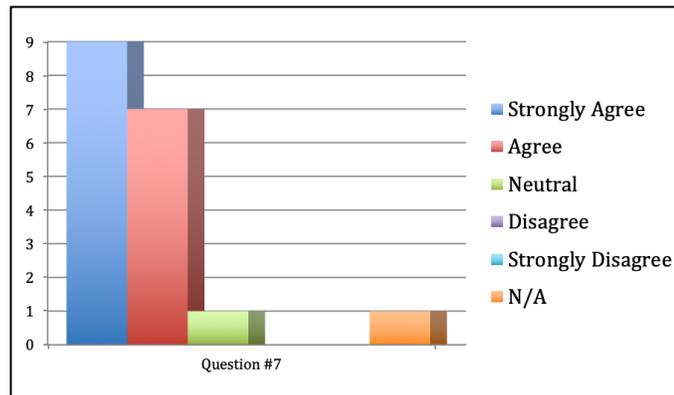
Jay is an effective communicator and listener. He ensured that all parties were heard. He seems to be a very good listener.

**Summary of Responses Indicating Need for Improvement**

Although Jay was supportive of some Members, he occasionally showed mild annoyance with others.

**Question #7: Treats others with respect – 4.5**

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



**Summary of Positive Comments**

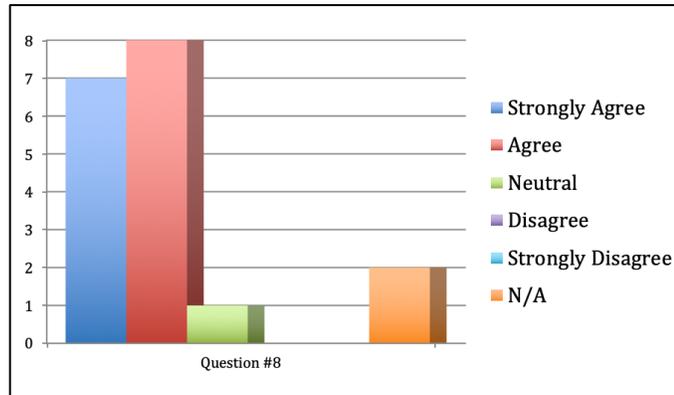
Jay worked on winning the trust from all Members. He invited input from all Members and took the time to listen to all viewpoints, which was indicative of his respect for everyone. Yes – overall, he treats others with respect.

**Summary of Responses Indicating Need for Improvement**

Jay sometimes could be facetious (jocular), which might have been difficult for those with a mother tongue other than English.

**Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 4.4**

Strongly Agree = 7  
 Agree = 8  
 Neutral = 1  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 2



**Summary of Positive Comments**

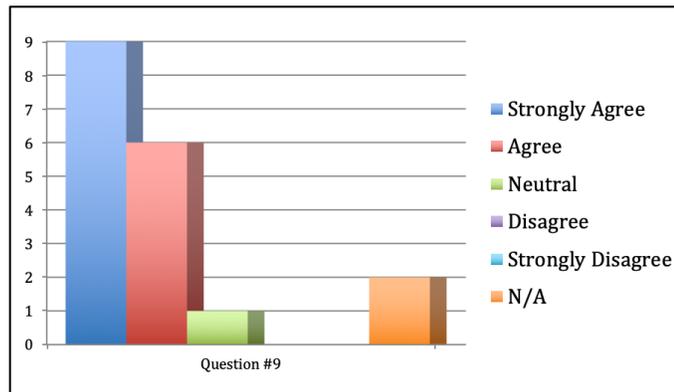
Jay is an excellent time keeper. He really knew how to get both the calls and meetings properly completed. He wanted to conclude the activities efficiently.

**Summary of Responses Indicating Need for Improvement**

There were no comments or suggestions.

**Question #9: Demonstrates impartiality and neutrality – 4.5**

Strongly Agree = 9  
 Agree = 6  
 Neutral = 1  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 2



**Summary of Positive Comments**

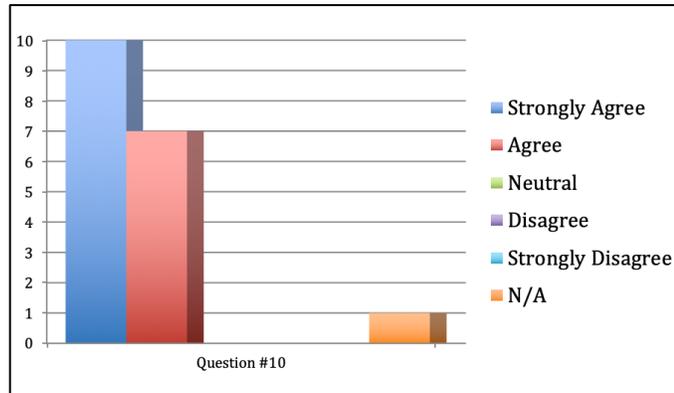
Yes, Jay demonstrated impartiality and neutrality. He was careful not to influence discussions with his personal views. He showed his skill of re-framing viewpoints and comparing them with others – ensuring that all viewpoints would be heard.

**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 – 4.6**

Strongly Agree = 10  
 Agree = 7  
 Neutral = 0  
 Disagree = 0  
 Strongly Disagree = 0  
 N/A = 1



**Summary of Positive Comments**

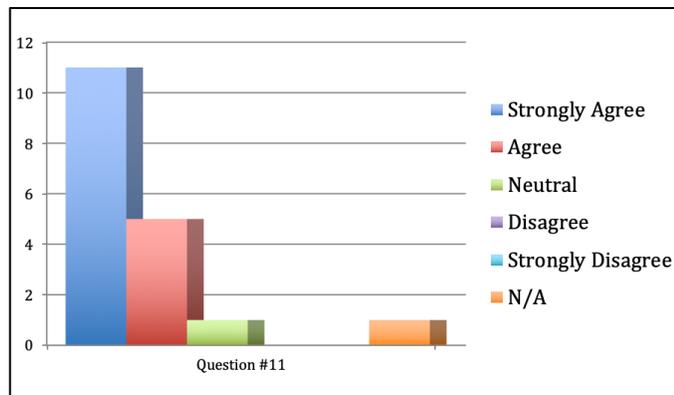
Jay really knew his “stuff”. He made frequent references to these values throughout the process.

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



**Summary of Positive Comments**

Jay was very much aware of these criteria and made frequent references to them throughout the discussion process. He often reminded the Members of the materials they had received from the different groups regarding desired skills and attributes.

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

## RESULTS FROM THE TELEPHONE/SKYPE CALL

Questions asked included...

1. Please expand on your responses to the 11 questions in the Written Evaluation questionnaire.
2. Please provide any other thoughts about the person being rated and/or issues involving the NomCom...
  - a. *Planning Style* (“how” he plans meetings, projects, etc.).
  - b. *Implementation Style* (“how” he implements meetings and projects he has planned).
  - c. *Follow-Up Style* (“how” he compares results of finished meetings or projects with what was planned, often based on the need that caused the planning process).

Verbal comments echoed those in the written NomCom Leadership Evaluation.

Positives...

- Jay supported the Chair nicely.
- He is diplomatic/polite, but direct in his communications.
- He’s a blend of strategic (long-term) and tactical (in-the-moment) thinking.
- He is “grounding” himself, and improving within the ICANN ecosystem.
- Offered intelligent questions and solutions.
- Provided excellent statistics.
- He assisted in the process of moving things along more quickly.
- Listened to everyone.
- Has everyone’s support.
- A “participative” style of management (listens to all viewpoints, then makes a decision, based on all the input).
- Very friendly/personable, gentle and open with all.
- A good facilitator of meetings.
- Very well-liked by all Members.
- Has evolved/grown nicely.
- Very neutral.
- Trustworthy.
- A good sense of direction (how to accomplish a goal).
- Excellent at short-term strategy.
- Facilitated meetings on-time.
- Jay is very strong on facts, statistics and analysis.

- A very smart man.
- He has considerable knowledge of and appreciation for the NomCom.
- He's quite intuitive and creative.

Areas for Improvement/Development

- Jay has a temper and can show impatience.
- Sarcastic at times – with quick remarks.

Planning Style (“how” he plans meetings, projects, etc.):

Positives...

Jay supported the planning process. He's highly organized and good at setting agendas for achieving goals.

Areas for Improvement/Development...

He could be more detached and impartial regarding emotional issues.

Implementation Style (“how” he implements meetings and projects he has planned):

Positives...

Jay is a very pro-active, but flexible Leader. Executes/implements well on the plan.

Areas for Improvement/Development...

There were no comments or suggestions.

Follow-Up Style (“how” he compares results of finished meetings or projects with what was planned, often based on the need that caused the planning process):

Positives...

Jay clearly was helpful in analytically reviewing the results of issues, and comparing those with the original need for planning. He summarizes well the results of processes.

Areas for Improvement/Development...

Jay can become upset when results don't match what he wants or has expected.

## ICANN Nominating Committee Leadership Evaluations – 2019 Jay Sudowski (Chair-Elect)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
49.3	4.4	4.5	4.4	4.5	4.5	4.4	4.5	4.4	4.5	4.6	4.6

### **Meanings of the Rating Scores:**

#### *Overall Ratings*

The Evaluation provides for a maximum overall score (the highest possible) of 55 – which would mean the Nominating Committee Leader received “Strongly Agree” ratings on every question by all raters. Thus, the above listed score for each Nominating Committee Leader is out of 55 total possible points.

For example: Overall Score = 50. The Overall Score is 50/55 or 50 out of 55 total possible points.

#### *Individual Question Ratings*

Each of the 11 questions has a maximum rating of 5. The above listed scores for each question are a combined average from all individual evaluators. Thus, the above listed average score for each question is out of 5 total possible points.

For example: Q1 Score = 4.5. Q1 Score is 4.5/5 or 4.5 out of 5 total possible points.