



Submitted by TTG Consultants

ICANN NOMCOM  
LEADERSHIP EVALUATION FOR  
JEFFREY DAMON ASHCRAFT  
SUMMARY OF  
COMMENTS

Evaluation Conducted in July, 2019

# ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR JEFFREY DAMON ASHCRAFT (CHAIR)

## 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 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...

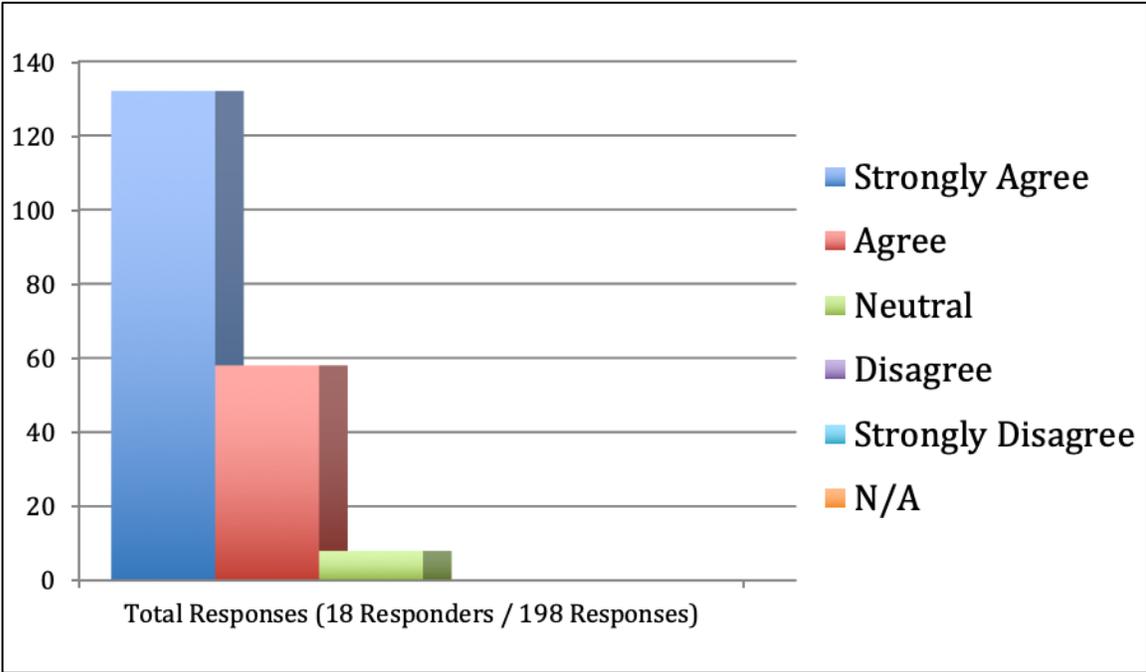
1. Please expand upon your responses to the 11 questions in the Written Evaluation questionnaire.

- 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.

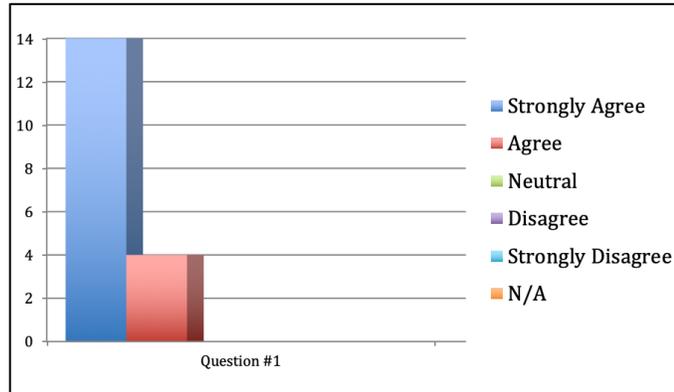
**RESULTS FROM THE WRITTEN EVALUATION**

All questions Summary ratings:  
 Total Average = **50.9 out of 55**  
 Strongly Agree = 132                      Disagree = 0  
 Agree = 58                                      Strongly Disagree = 0  
 Neutral = 8                                      N/A = 0



**Question #1: Demonstrates integrity – 4.8**

Strongly Agree = 14  
Agree = 4  
Neutral = 0  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



**Summary of Positive Comments**

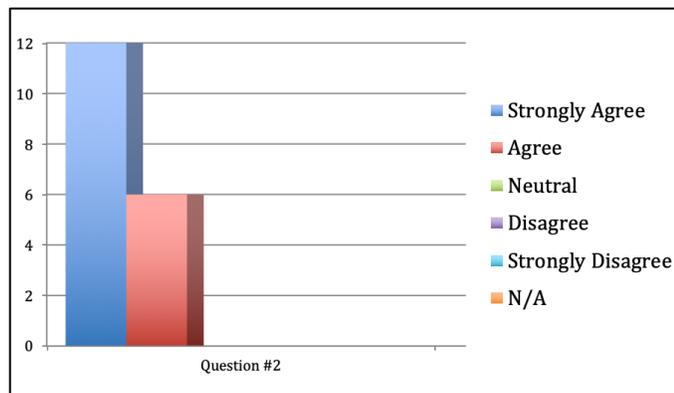
Damon is a very honest and fair man. As Chair, he maintained a fair and neutral position throughout his tenure. He demonstrated his integrity through his concern, support and commitment to the NomCom and its Members. He seemed to do his best to create balance and structure to the proceedings, and he was always receptive to communication from others. He is knowledgeable about the ICANN and NomCom Bylaws and he used them appropriately. Damon ensured that all Members could express their views regarding candidates. He also made certain that the documented and approved process were used for all candidates. He facilitated meetings with attention to detail.

**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 = 6  
Neutral = 0  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



### Summary of Positive Comments

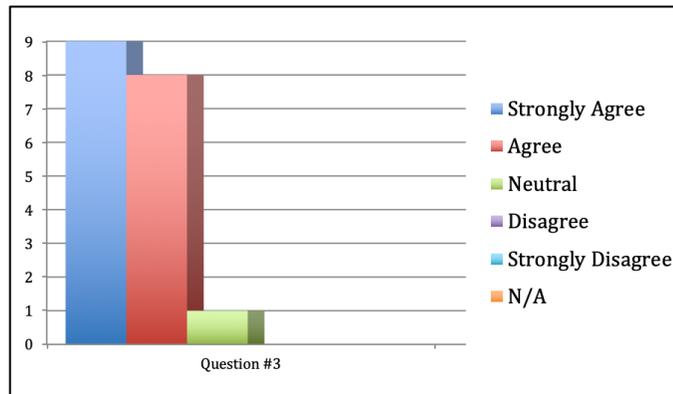
Damon and the leadership team had an excellent communication style. Damon always ensured that everyone was able to air his/her opinions and concerns. He took the time to invite input from all Members and to explain the reasons behind any decisions made. He asked appropriate, clarifying questions when necessary. Damon was consistent in making certain that all candidates were treated fairly. He did not attempt to influence other Members regarding any specific individual or group.

### Summary of Responses Indicating Need for Improvement

Damon is sometimes very process oriented, which gives the impression that the environment is less than open. He occasionally gravitated to some Members more than others.

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

Strongly Agree = 9  
Agree = 8  
Neutral = 1  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



### Summary of Positive Comments

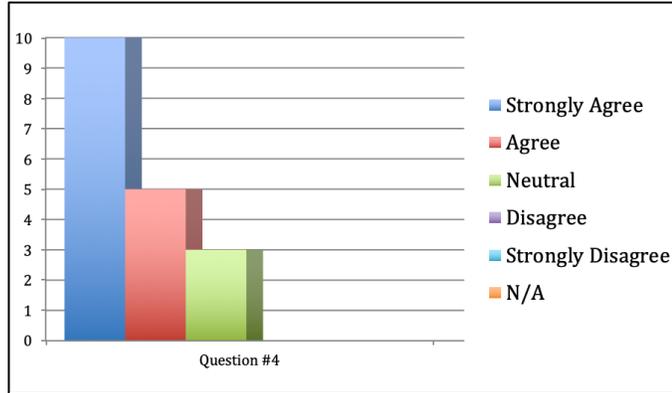
Damon was kind and fair in his facilitation. He has excellent self-awareness, as well as an awareness of the proper role of the Chair. He had knowledge of the framework and Bylaws within which the Members had to work. Although he would “hurry” deliberations when this was needed, he pulled back when good judgement suggested he do so.

### Summary of Responses Indicating Need for Improvement

Damon could have been a bit “tougher” when Members’ comments become repetitive and discussions became circular. When seemingly prejudicial opinions were stated, Damon would occasionally have private meetings with these Members, the public optics and sensitivity of which were not optimal.

**Question #4: Effectively uses influence in an appropriate manner – 4.4**

Strongly Agree = 10  
Agree = 5  
Neutral = 3  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



**Summary of Positive Comments**

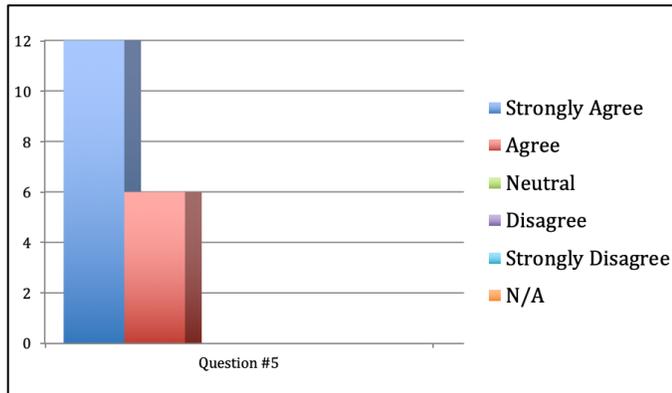
Damon did his best to have Members follow the rules and agreed-to procedures. He was diligent in his efforts to not influence any positions on candidates, but he offered much guidance and practical insights.

**Summary of Responses Indicating Need for Improvement**

Perhaps Damon could have done more appropriate influencing – he often “played it safe”.

**Question #5: Is an effective leader – 4.7**

Strongly Agree = 12  
Agree = 6  
Neutral = 0  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



**Summary of Positive Comments**

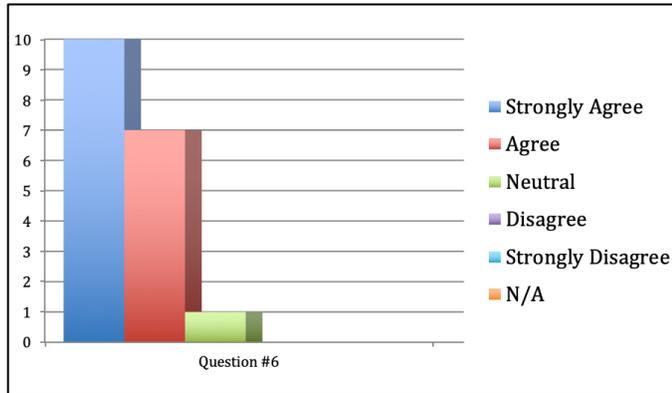
Damon proved his leadership abilities throughout the process – he is a good man and he did a very good job. He was able to complete the job with a very diverse group of people. Damon showed excellent leadership and communication skills throughout the process. He kept the process on-schedule and the team focused.

### Summary of Responses Indicating Need for Improvement

Although he is an excellent leader, with certain discussions, he could have been somewhat more emotionally attuned to the Committee. Sometimes, he could have provided more time for others' views.

### Question #6: Is a good listener – 4.5

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



### Summary of Positive Comments

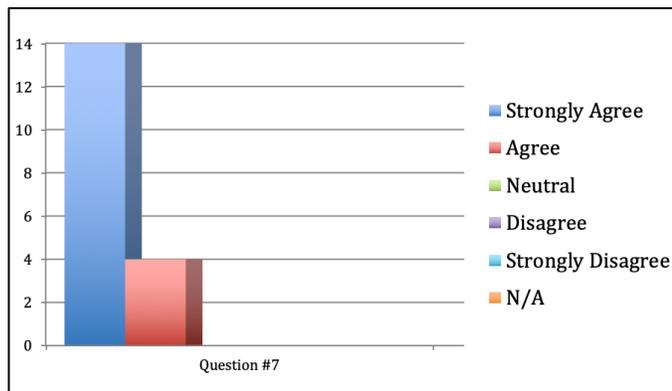
Damon ensured that all viewpoints were aired. He listened to the team Members' concerns and challenges, and he tried to help. He allowed input from the group, and adjusted positions as needed. Damon grew into the role of Chair, and later in his term, he became more "sure" of himself and his management style.

### Summary of Responses Indicating Need for Improvement

There were some occasions during which he appeared to be rigid regarding suggestions that had strong support from Members. Sometimes he was too concerned about finishing the targets. There were times when he could have been "listening" more.

### Question #7: Treats others with respect – 4.8

Strongly Agree = 14  
Agree = 4  
Neutral = 0  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



Summary of Positive Comments

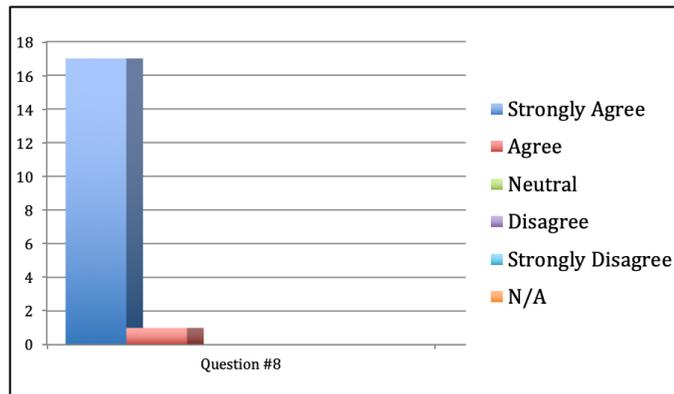
Damon was always respectful in his words, as well as his actions. He ensured the full participation of the group – allowing input from all Members.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

**Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 4.9**

Strongly Agree = 17  
Agree = 1  
Neutral = 0  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



Summary of Positive Comments

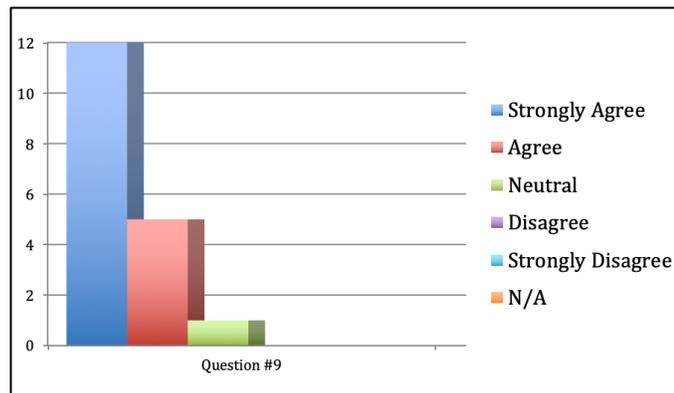
Damon ensured there were no deadlines missed. Objectives were met, and he provided good notice and reminders of any milestones. He got the job done, was respectful of other peoples' non-ICANN responsibilities, and clearly communicated all issues throughout the process. He was very focused.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

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

Strongly Agree = 12  
Agree = 5  
Neutral = 1  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



### Summary of Positive Comments

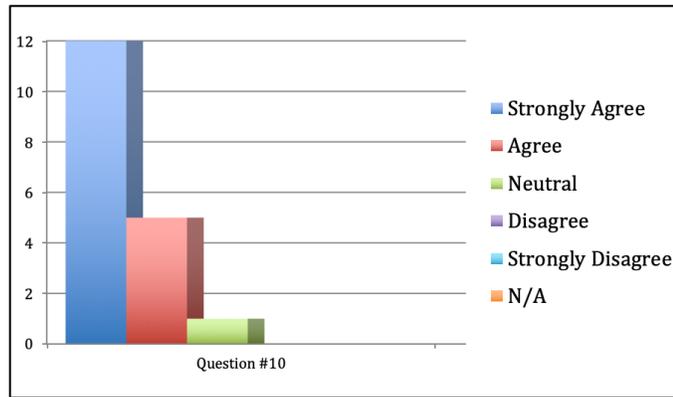
Damon remained quite neutral – keeping his personal views and preferences to himself. As appropriate for a Chair, he provided guidance when needed, and he steered the group toward resolution.

### Summary of Responses Indicating Need for Improvement

Damon’s tendency to privately socialize appeared that he was “taking sides”.

## **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 = 12  
Agree = 5  
Neutral = 1  
Disagree = 0  
Strongly Disagree = 0  
N/A = 0



### Summary of Positive Comments

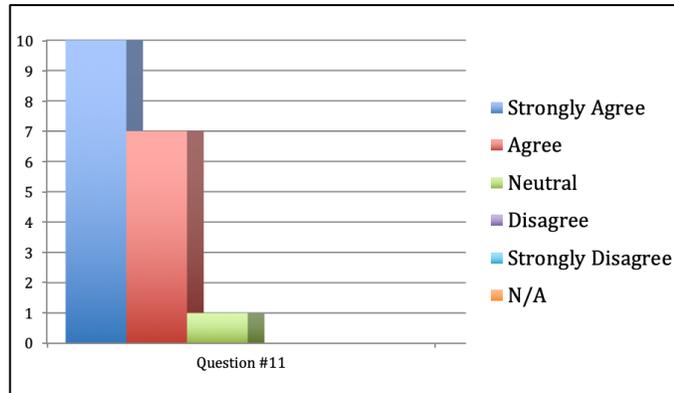
Damon knows his “stuff”. He continually referenced these values and engaged in discussions about the same throughout the entire process. He ensured that attributes and qualifications for various roles were studied and thoroughly discussed.

### Summary of Responses Indicating Need for Improvement

Damon did not demonstrate this understanding in all cases – specifically with regard to the ALAC and ccNSO.

**Question #11: Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO – 4.5**

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



**Summary of Positive Comments**

Damon knows these criteria, and – as was appropriate throughout the process – he reminded Members of the criteria to consider. He was very concerned about the required competencies of candidates.

**Summary of Responses Indicating Need for Improvement**

In the cases of the ALAC and ccNSO, he may not have had an understanding of these criteria. There was a need to establish clear norms and processes for geographical and gender diversity, but this was shifted to a later time, when there was not room on the agenda for discussion and action.

**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.

Positive Comments...

- Damon is a good leader, who has high integrity, is neutral, organized, wholesome, smart and direct.
- He learned as the Chair-Elect and has implemented what he learned.
- He did a stellar job as Chair.
- Damon has very much grown into the job of Chair.
- He is an easy person with whom to work – he’s very personable – and he “listens”.
- Damon tends to be both a “tactical/in-the-moment” thinker and a “strategic/long-term” thinker.
- He’s a stickler for organization, scheduling and organized agendas – and keeps them on-track – but he is flexible if a change is needed.
- Damon is very polite, kind and gentle with people, and is concerned about them.
- He’s an honest, decent man, and a “straight arrow”.
- Damon is self-confident and has a “Participative” management style (he seeks others’ ideas and opinions, then takes charge and implements).
- He has a direct style of communicating – he “tells it like it is” and addresses others’ concerns.
- Damon has a great sense of humor.
- He is very trustworthy.
- He is an excellent facilitator, who moves things along briskly.
- Damon has remained neutral in this process.
- He establishes a process for success in a project, and then follows it “to the letter”.
- He ensured the ground-rules were adhered-to – he “stuck to the rules”.
- He is a very fair man.
- His legal background has helped him remain sensitive to geography and background throughout the process.
- Damon has been able to eliminate “drama” – ensuring that things don’t boil over during discussions.
- He is level-headed, with endless patience.
- He is great at diffusing conflict.
- Damon respects everyone, and expects others to do the same.
- He is impartial and transparent, and he talks with all those who have opposing views.

- Damon has created trust and calm on the NomCom.

Areas for Improvement...

- Sometimes Damon keeps things “too close to his vest”.
- He can “play it too safe” at times.
- He needs more global experience.
- Damon could be more open-minded – particularly regarding diversity and affirmative action.
- He was rigid on occasion, which caused some Members to simply give-up.

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

Positive...

He is a “strategic/long-term” thinker, but he also remains aware of issues “of-the-moment”. He is an excellent planner, and involves others in the planning process. In his planning, he is detail oriented and focuses on the needed results.

Areas for Improvement/Development...

There were no comments or suggestions.

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

Positive...

Damon is very good at implementing the plans made. He is very conscious of the plan and its details regarding implementation. He is a “stickler” for time-frames. He stays “on-track” with 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):

Positive...

Damon follows-through and reviews results with excellent analysis, based on what was planned (and the need for the plan) and implemented. He’s good at “de-briefing” the results of a project. He is excellent at the process of planning, implementing and the analytical follow-through of results.

Areas for Improvement/Development...

There were no comments or suggestions.

## ICANN Nominating Committee Leadership Evaluations – 2019 Jeffrey Damon Ashcraft (Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
50.9	4.8	4.7	4.4	4.4	4.7	4.5	4.8	4.9	4.6	4.6	4.5

### **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.