



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR OLE JACOBSEN

SUMMARY OF COMMENTS

Evaluation Conducted in October, 2020

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR OLE JACOBSEN (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 October, 2020.

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 18 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; 16 responded and were interviewed for between 30 and 45 minutes each.

Questions asked included...

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

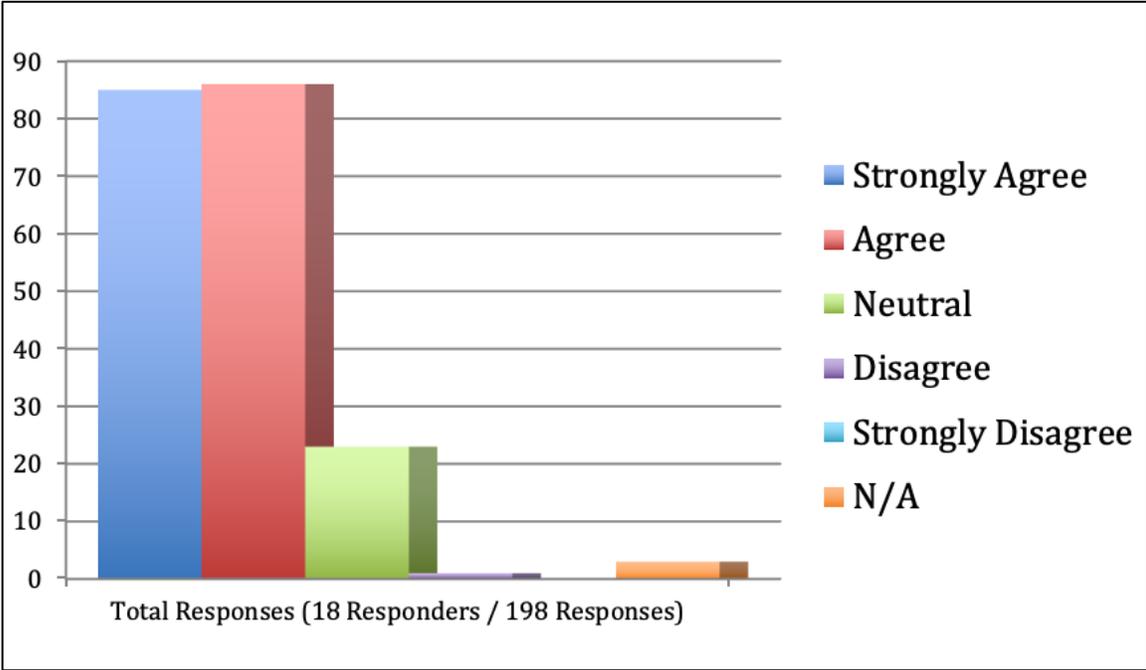
- 2. Please provide any other thoughts about the person being rated and/or issues involving the individuals...
 - a. *Management Style* (“how” he manages people and projects),
 - b. *Leadership Style* (“how” he implements meetings and projects he has planned),
 - c. *Operating Style* (“how” he gets things done).

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

RESULTS FROM THE WRITTEN EVALUATION

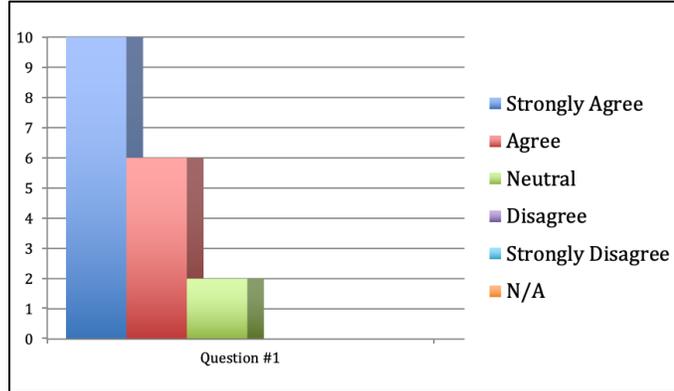
All questions Summary ratings:
 Total Average = **47.3 out of 55**
 Strongly Agree = 85
 Agree = 86
 Neutral = 23

Disagree = 1
 Strongly Disagree = 0
 N/A = 3



Question #1: Demonstrates integrity – 4.4

Strongly Agree = 10
Agree = 6
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments...

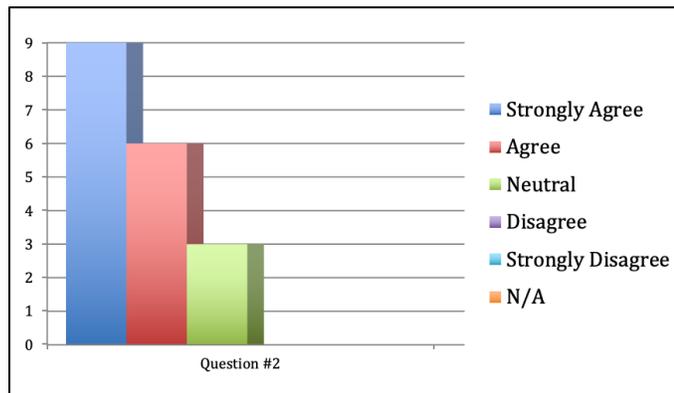
Ole was extremely even-handed, diplomatic and insightful. He was not forceful about his opinions – rather, he encouraged and helped to draw out thoughts of others on the Committee. He did not offer personal opinions, which might have influenced some Committee Members. All of his interactions were principled and thoughtful – and were in accordance with the NomCom Mission. Ole was an excellent Chair-Elect. He understands the role of the Chair (and Chair-Elect) as a facilitator, as a guide and as a leader – and he did not exert undue influence or dominate conversations. All of his conversations demonstrated integrity.

Summary of Responses Indicating Need for Improvement...

There were no comments.

Question #2: Participates in an open and honest manner – 4.3

Strongly Agree = 9
Agree = 6
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

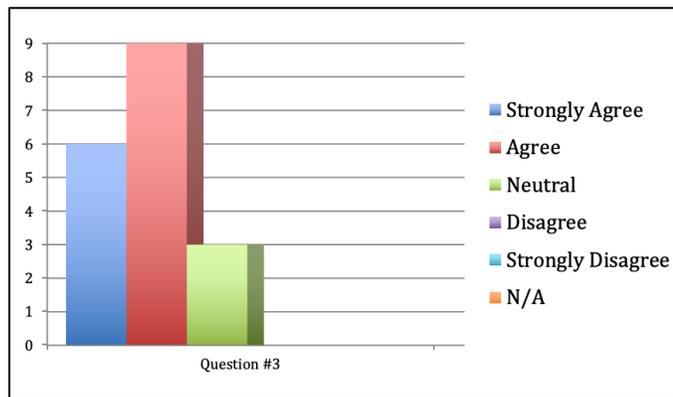
Ole is open, honest and direct in all his interactions. Ole was conscientious about ensuring that all Members were allowed to express themselves fully – he avoided cutting-off anyone or putting forward controversial positions. Ole was quite open, he did not conceal anything, and he participated in a gentle manner. Ole was very impartial, with no apparent agenda. Without fail, when Ole participated in discussions and deliberations, he offered direct and meaningful interventions. He did not attempt to steer any outcomes.

Summary of Responses Indicating Need for Improvement

Ole was mostly quiet during Committee sessions. Sometimes, he would provide a one-sided view of a candidate, or the criteria for a candidate's selection.

Question #3: Demonstrates good judgment – 4.2

Strongly Agree = 6
Agree = 9
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

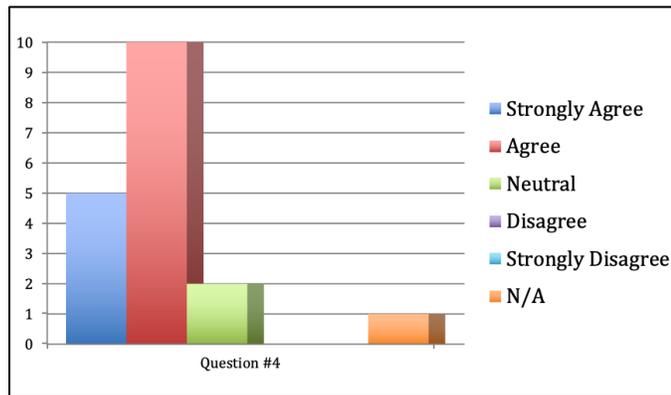
There was not a single decision in which Ole was involved that gave rise to an issue of poor judgment. He contributed significantly to the organization's sessions, and he kept the Committee informed or advised – with good judgement. Ole, as the Chair-Elect (as well as the next Chair), had a clear understanding of the NomCom bylaws, how the NomCom works and the processes involved for nominations.

Summary of Responses Indicating Need for Improvement

As Chair-Elect, Ole was rather passive in meetings.

Question #4: Effectively uses influence in an appropriate manner – 4.2

Strongly Agree = 5
 Agree = 10
 Neutral = 2
 Disagree = 0
 Strongly Disagree = 0
 N/A = 1



Summary of Positive Comments

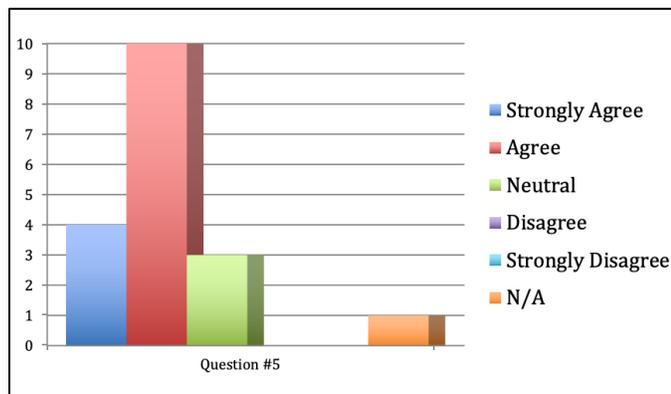
Ole is above reproach in terms of his use of influence. He is experienced and knowledgeable, and he uses his influence accordingly. He respected the process and influenced it only at appropriate times. Ole provided information and background, and he kept the Committee on-track. He offered appropriate information and guidelines, but he did not attempt to sway opinion one way or the other. He always steered the Committee toward the best decisions for ICANN, and never seemed to have an agenda for or against any specific candidate.

Summary of Responses Indicating Need for Improvement

On occasion, Ole seemed to slip into the role of a “regular NomCom Member”, and shared too much of his personal opinions about candidates. While this situation was rare, he should eliminate it entirely, if he is to be effective as Chair next year.

Question #5: Is an effective leader – 4.1

Strongly Agree = 4
 Agree = 10
 Neutral = 3
 Disagree = 0
 Strongly Disagree = 0
 N/A = 1



Summary of Positive Comments

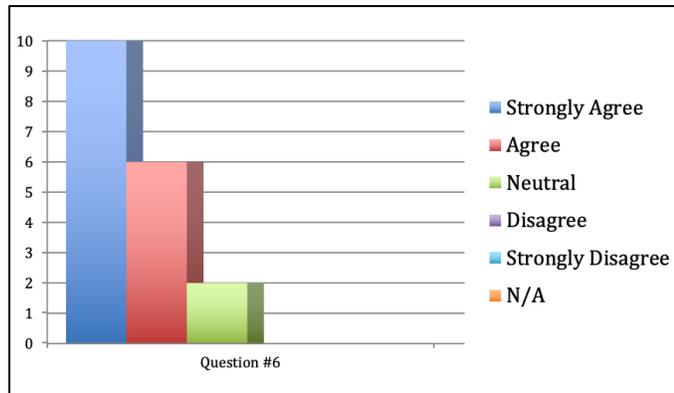
Leading the NomCom in remote format has been challenging. There are multiple input streams – Zoom, Zoom Participant indicators (hands-up, etc.), WhatsApp chat and the candidate specific information. Ole has done a great job juggling all these multiple input streams. He led mostly by helping to present guides and guidance to the Committee, and not attempting to make it proceed in any one direction. He listened and considered all positions. Ole has good listening skills, and he pays attention to detail. The Leadership Team worked efficiently, each Member being complementary to the other two Members – and Ole played his part well.

Summary of Responses Indicating Need for Improvement

There were no comments.

Question #6: Is a good listener – 4.4

Strongly Agree = 10
Agree = 6
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

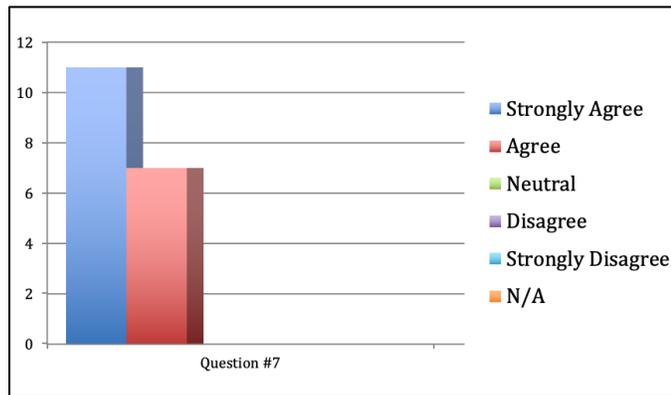
Ole was exceptional in his understanding of both what and why something was being said. He contributed often after listening to a position.

Summary of Responses Indicating Need for Improvement

There were no comments.

Question #7: Treats others with respect – 4.6

Strongly Agree = 11
 Agree = 7
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments

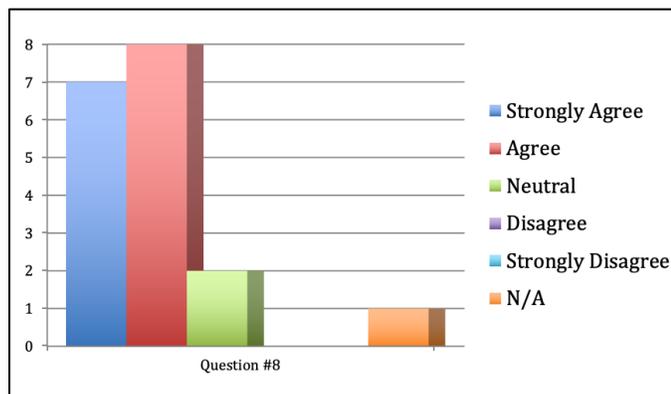
Ole always treats others with respect and courtesy. His interactions are respectful and courteous. He is extremely respectful, and nobody would say anything to the contrary.

Summary of Responses Indicating Need for Improvement

There were no comments.

Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 4.3

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



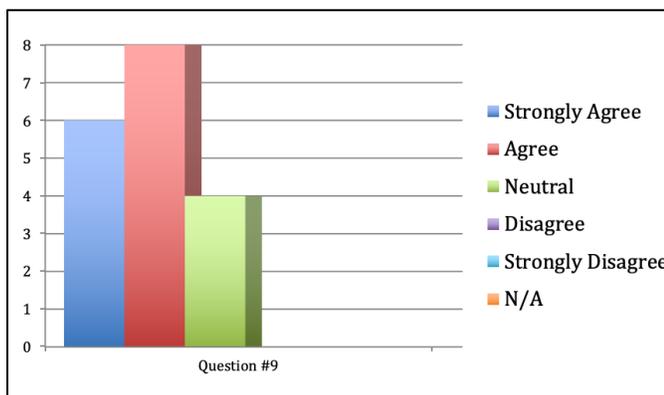
Summary of Positive Comments

As part of the leadership team, Ole helped to ensure the NomCom moved at remarkable speed throughout the process this year. He clearly took his part seriously in advancing the process. Ole managed the process with skill and integrity. In spite of COVID, the Committee completed the process – in part thanks to Ole. While the usual timeline was not met, results were delivered before the AGM. He is always “on the ball” and has kept the Committee on its deadlines (as they were revised and adjusted for COVID).

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

Question #9: Demonstrates impartiality and neutrality – 4.1

Strongly Agree = 6
Agree = 8
Neutral = 4
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

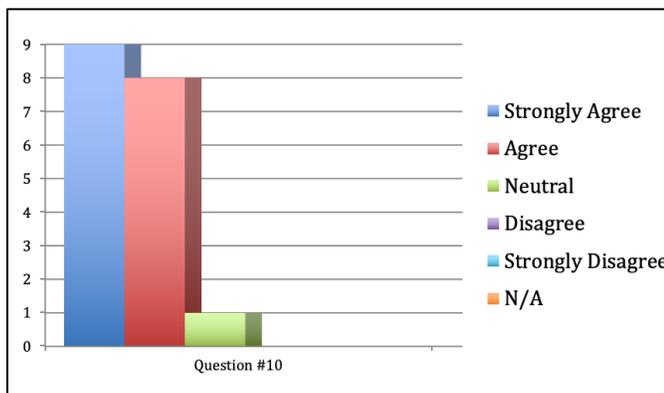
Ole did not attempt to sway opinion. He provided context and information, but with no pressure. His impartiality and neutrality were demonstrated by his allowing Members to discuss and express views, without making any comments. He did not take sides.

Summary of Responses Indicating Need for Improvement

On occasion, he provided biased, or one-sided views.

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



Summary of Positive Comments

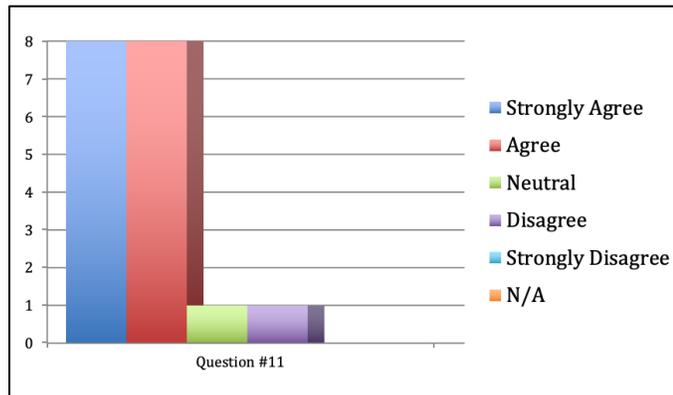
Ole has served on the NomCom several times and thus he has excellent knowledge of the most critical values needed. He was able to describe these values, as well as point out when and where the Committee was getting off-track. Ole knows ICANN quite well and has been able to convey that in his comments and interventions.

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 – 4.3

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



Summary of Positive Comments

Ole demonstrated a good understanding of all orgs and roles. He is quite experienced with NomCom.

Summary of Responses Indicating Need for Improvement

Ole sometimes mixed-up the bylaws requirements with the “desirable” criteria.

RESULTS FROM THE TELEPHONE/SKYPE CALL

Questions asked included...

2. Please expand on your responses to the 11 questions in the Written Evaluation questionnaire.
 - Verbal comments echoed those in the written NomCom Leadership Evaluation.
3. Please provide any other thoughts about the person being rated and/or issues involving the individuals...
 - a. *Management Style* (“how” he manages people and projects),
 - b. *Leadership Style* (“how” he implements meetings and projects he has planned),
 - c. *Operating Style* (“how” he gets things done).

***Management Style* (“how” he manages people and projects):**

Positive Comments...

Ole moves conversations along – he doesn’t impose himself or his own ideas. He has a sense of what needs to be prepared for next year. His communication style is “to the point”. He is very polite, and his approach to others is: “soft” is better. Ole has good time management skills, in that he leads “on-time” sessions. He often seems quite serious in his communication with others. He has a good sense of structure and he handles detail well (he often sends out reminders to other Committee Members and staff).

Areas for Improvement/Development...

There were no comments or suggestions.

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

Positive Comments...

Ole has much experience and knowledge about the history of the NomCom. He is a consensus leader who is consistent, steadfast and decisive. He is quiet, polite, friendly/approachable, even-handed and ethical when dealing with others. Ole is fair, honest, humble, engaged and pro-active. He has a quiet leadership style, but he can be assertive when things need to be moved along.

Ole is a visionary leader, in that he sees where the NomCom needs to go and how to get it there. Additionally, he has an intuitive sense of what challenges are “coming down the road”, and he suggests methods to deal with them. Ole is a very positive force at the NomCom, and he is quite neutral in his leadership.

Areas for Improvement/Development...

Sometimes, Ole seems a bit tentative in his behavior (he seemed uncertain about his role). He has strong opinions and is not as consensus oriented as he might be, and he is not as open to alternative ways and methods (“evolvment”) as might be advisable.

***Operating Style* (“how” he gets things done):**

Positive Comments...

Ole is very ethical. He is quite detail oriented. Ole delegates well. He communicates effectively verbally and in writing, and he gets things done on-time. He is quite open to new ideas and ways of doing things. Ole is consistent, confident and positive. He is an excellent coach for new Members, due to his considerable ICANN and NomCom experience. Although he has a good sense of technical and detail issues, he also has a good “overview” perspective (he sees both the little and the big picture). Ole follows-up well. He also delegates well to staff. He could be called an “Old Timer” at ICANN. He is very serious when attempting to solve problems. He uses humor to his advantage (and everyone else’s) – his anecdotes and observations are delightful.

Areas for Improvement/Development...

On occasion, Ole could be a bit more flexible in his approach to issues.

ICANN Nominating Committee Leadership Evaluations – 2020 Ole Jacobsen (Chair-Elect)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
47.3	4.4	4.3	4.2	4.2	4.1	4.4	4.6	4.3	4.1	4.4	4.3

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.