



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR THOMAS BARRETT

SUMMARY OF COMMENTS

Evaluation Conducted in June & July, 2025

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR THOMAS BARRETT (CHAIR-ELECT)

METHODOLOGY OVERVIEW

The following Summary expresses the opinions of individuals asked to participate in an online Evaluation and then in a separate interview session. 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 months of June & July, 2025.

Methodology of the Evaluation

There were two parts to the Evaluation...

1. The Written Evaluation was completed online. It contained 11 questions, each of which required a detailed explanation of why the rating was made.
2. An interview session was conducted, during which each participant was asked for any expansion or clarification of their answers to the 11 questions in the Written Evaluation. In addition, other questions were asked regarding the individuals management, leadership and operating styles.

The Written Evaluation

The questions in the Written Evaluation were...

1. **Demonstrates integrity** [For example – describe whether, and if so how, the individual has acted with honesty, upheld ethical standards, and/or maintained transparency in difficult situations].
2. **Participates in an open and honest manner** [For example – describe whether, and if so how, the individual has expressed opinions candidly and/or engaged in discussions with clarity and transparency].
3. **Demonstrates good judgment** [For example – describe whether, and if so how, the individual has assessed complex situations, weighed the pros and cons, and/or made sound decisions in furtherance of the NomCom's mandate].
4. **Effectively uses influence in an appropriate manner** [For example – describe a situation in which the individual guided others, built consensus, and/or advocated effectively while maintaining professionalism].
5. **Is an effective leader** [For example – discuss the individual's leadership style, ability to motivate others, build trust, and/or lead towards fulfilling the NomCom's mandate].

6. **Is a good listener** [For example – describe whether, and if so how, the individual demonstrates: attentiveness in discussions, openness to feedback, and/or consideration of diverse viewpoints].
7. **Treats others with respect** [For example – describe whether, and if so how, the individual has engaged with others in a courteous manner, fostered inclusive dialogue within the committee, and/or demonstrated openness and appreciation for different perspectives].
8. **Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines** [For example – provide insight into whether the individual has shown reliability, follow-through on commitments, and/or ability to drive committee progress].
9. **Demonstrates impartiality and neutrality** [For example – describe whether, and if so how, the individual has demonstrated fairness, avoidance of bias, and/or ability to set aside personal views in order to further the NomCom’s mandate].
10. **Demonstrates an understanding of the values a candidate would bring to the leadership position for which they are being considered.**
11. **Demonstrates an understanding of the criteria the NomCom uses to select a candidate for a given leadership position.**

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

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.

Overall Ratings

The Evaluation provides for a maximum overall rating of 55. Thus, an overall rating of 55 out of 55 would mean the NomCom member received “Strongly Agree” responses on every question by all raters.

Evaluators/Raters

There were 19 Evaluators/Raters that were invited to participate in this NomCom Leadership Evaluation; 19 responded and submitted a completed questionnaire.

The Interview Session

Evaluators/Raters

There were 20 Evaluators/Raters that were invited to participate, 16 responded and participated in interview sessions.

Questions asked included...

1. Expansion and/or clarification is asked for 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. *Leadership Style* ("how" he/she leads people and teams),
 - b. *Management Style* ("how" he/she manages projects and processes),
 - c. *Operating Style* ("how" he/she gets things done).

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

RESULTS FROM THE WRITTEN EVALUATION

Overall Evaluation Rating: **52.2 out of 55**

Combined Question Average Rating = **4.8 out of 5**

Ratings Totals:

Strongly Agree = 160

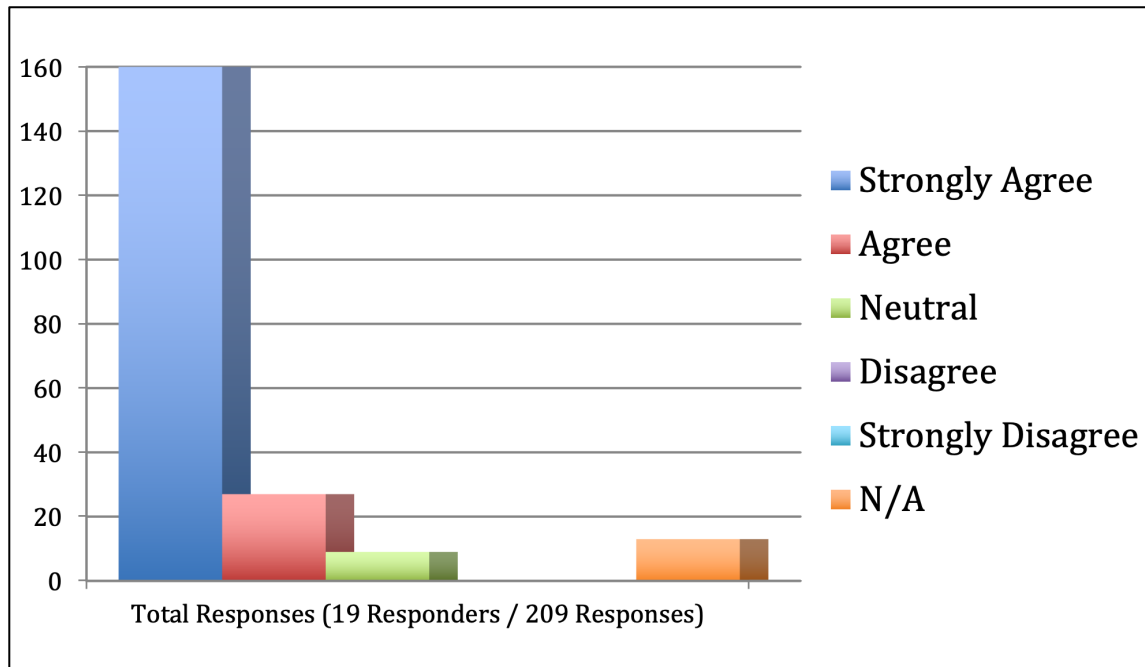
Agree = 27

Neutral (Neither Agree Nor Disagree) = 9

Disagree = 0

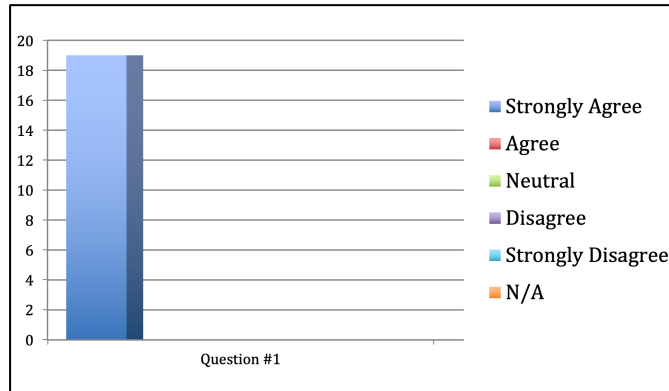
Strongly Disagree = 0

N/A = 13



Question #1: Demonstrates integrity [For example – describe whether, and if so how, the individual has acted with honesty, upheld ethical standards, and/or maintained transparency in difficult situations] – **5.0**

Strongly Agree = 19
Agree = 0
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Tom consistently demonstrated exceptional integrity, honesty, and transparency throughout his role on the NomCom. His actions and words reflected a deep commitment to ethical standards and the NomCom's mandate, even in difficult or sensitive situations. Colleagues frequently noted that he always acted with the highest level of integrity, never trying to influence outcomes, and remaining vigilant in maintaining fairness and neutrality.

As Chair-Elect, Tom provided steady and appropriate guidance. He was a clear and reliable support system for the NomCom Chair, Amir, offering backup when needed but never interfering unduly in the process. His conduct showed a strong respect for both his role and the responsibilities of the other NomCom leaders, reinforcing a healthy and professional dynamic within the NomCom leadership group.

Tom placed a high value on transparency – not only in his own conduct, but as a principle guiding the full NomCom. He openly shared his views on the group's challenges, clearly explaining the reasoning behind key decisions. This openness helped others see that his intentions were always focused on the task at hand and the success of the NomCom and ICANN, without any personal agenda.

As Chair-Elect, his interventions were naturally less frequent than the Chair, but when he did speak, it was always with clarity and purpose – often to clarify procedural matters or uphold ethical standards. He was careful not to let personal opinions about candidates surface during deliberations.

His behavior consistently upheld confidentiality, fairness, and respect for differing perspectives, contributing to a decision-making process that was neutral, thoughtful, and trustworthy.

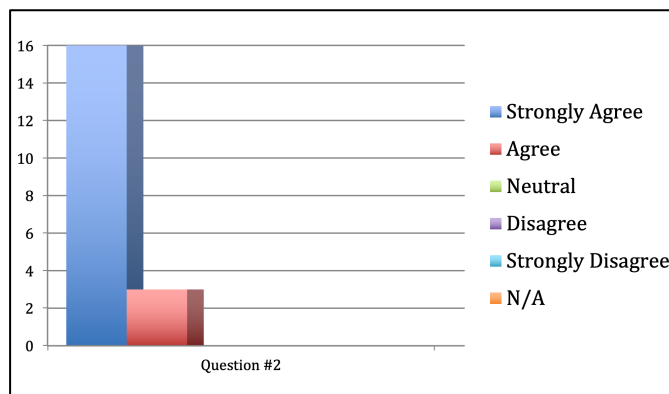
Tom's steady, composed approach and his unwavering commitment to ethical conduct helped reinforce a strong culture of integrity and trust within the NomCom. His leadership set a high standard for professionalism and transparency.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #2: Participates in an open and honest manner [For example – describe whether, and if so how, the individual has expressed opinions candidly and/or engaged in discussions with clarity and transparency] – **4.8**

Strongly Agree = 16
Agree = 3
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Tom consistently demonstrated openness, transparency, and integrity in his role as Chair-Elect of the NomCom and as Chair of the Application Committee. He shared his knowledge and insights freely, always with the intention of supporting the process, never to influence voting members or steer outcomes. His contributions focused on procedural clarity rather than providing his opinions regarding candidates, reflecting a strong respect for neutrality and the integrity of the process.

Throughout the NomCom cycle, Tom was intentional in keeping delegates well-informed. He communicated openly about the responsibilities of delegates and provided clear updates on discussions held among the NomCom leadership team or with ICANN staff that occurred outside the main sessions. This effort ensured that the broader group remained aware and aligned, reinforcing transparency and trust.

When managing interviews or participating in discussions, Tom allowed for open dialogue to create space for differing perspectives, while himself staying out of the details. While he contributed less frequently than the Chair, he offered transparent input during key moments, especially when complex processes were being explained to support accurate shortlisting.

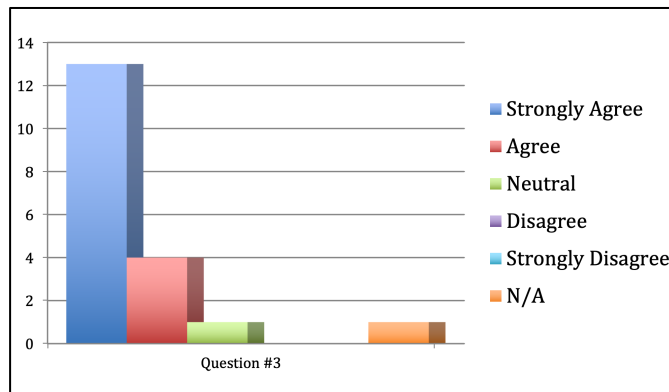
Tom engaged in discussions with clarity, transparency, and sincerity. His honest approach contributed significantly to the effectiveness and cohesion of the NomCom, providing an environment where delegates felt heard and valued, and where dialogue was both transparent and meaningful.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #3: Demonstrates good judgment [For example – describe whether, and if so how, the individual has assessed complex situations, weighed the pros and cons, and/or made sound decisions in furtherance of the NomCom’s mandate] – **4.7**

Strongly Agree = 13
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

As Chair-Elect, Tom played a vital leadership role during a complex and time constrained NomCom cycle, consistently demonstrating sound judgment, neutrality, and a calm, pragmatic approach. He guided delegates through several challenging and unexpected situations, helping the group adapt processes as needed while staying aligned with ICANN's bylaws and the NomCom mandate.

Tom led the Application Committee effectively, particularly early in the cycle when many delegates were new and inexperienced. His steady guidance helped the group navigate the application process successfully.

In broader NomCom discussions, he facilitated respectful, inclusive dialogue – calming tensions when discussions became animated, moving conversations along when they ran long, and ensuring every delegate had a chance to be heard.

Tom's leadership was marked by clear and direct communication. He responded to questions thoughtfully and respectfully, and when he did not have an immediate answer, he was unafraid to consult the leadership team or ICANN staff to ensure accurate guidance. His objectivity and fairness were evident in the way he consistently welcomed open discussion, supported consensus-building, and made decisions that were principled and unbiased.

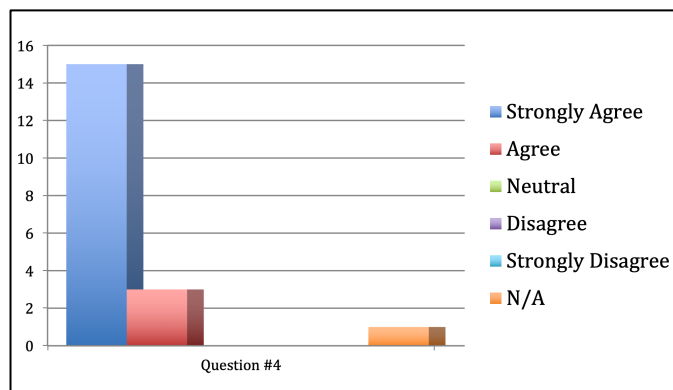
Delegates observed that even when Tom and the Chair, Amir, needed to confer privately, their collaboration was smooth and unified, never showing division or conflict – an important factor in maintaining trust in the leadership and the integrity of the process.

In one particularly complex situation, Tom identified a more effective approach and proposed including it in the recommendation report for the next NomCom cycle, illustrating his forward-thinking mindset and commitment to the NomCom's continuous improvement. His ability to assess situations carefully, balance competing views, and guide the committee toward thoughtful, consensus-based outcomes made both his judgment and leadership valuable assets throughout the process.

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

Question #4: Effectively uses influence in an appropriate manner [For example – describe a situation in which the individual guided others, built consensus, and/or advocated effectively while maintaining professionalism] – **4.8**

Strongly Agree = 15
Agree = 3
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

Tom consistently demonstrated a collaborative, consensus-driven approach in his leadership role throughout the NomCom process. He thoughtfully guided discussions, taking care to ensure all delegates' viewpoints were considered and that conversations remained open and inclusive. His contributions often focused on clarifying past practices and providing context to help delegates understand the NomCom process more clearly.

He used his influence with great care, never advocating for specific candidates and always maintaining neutrality. Tom contributed constructively at key moments, particularly during complex shortlisting discussions, to support clarity of the process.

Tom was skilled at managing high-tension situations with calm and composure. In moments when discussions became intense or crowded with input, he remained stoic and steady, helping to defuse tension without shutting down conversation or impeding the flow of ideas. He offered clear, unbiased suggestions and practical alternatives that helped move the process forward without dominating or disrupting the dialogue.

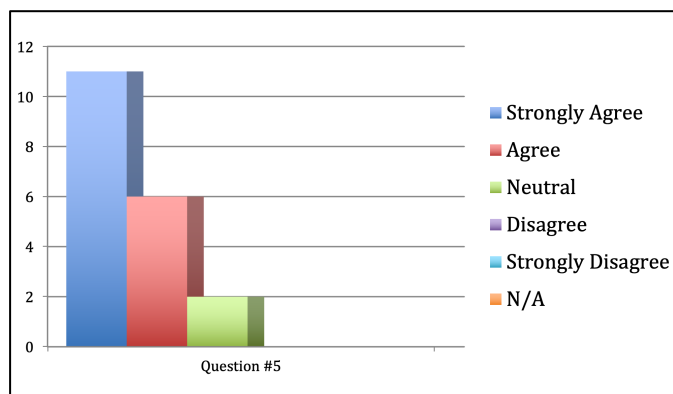
His close coordination with the Chair, Amir, contributed to a unified leadership presence, and his efforts were consistently directed at building consensus. Tom displayed an ongoing commitment to improving the effectiveness and efficiency of the NomCom process.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #5: Is an effective leader [For example – discuss the individual's leadership style, ability to motivate others, build trust, and/or lead towards fulfilling the NomCom's mandate] – **4.5**

Strongly Agree = 11
Agree = 6
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

As Chair-Elect, Tom brought valuable strategic insight and consistent leadership to the NomCom process. He played a valuable role in helping the delegates stay focused and work effectively. He brought a calm, thoughtful, and inclusive leadership style that made people feel confident and supported. His contributions were strategic and practical, and he worked well both on his own and alongside the Chair to guide the group toward meeting its goals.

Tom helped keep discussions organized and on track, often suggesting ways to move things forward or improve how the group worked together. He paid attention to how much time was being used, encouraged everyone to take part, and made sure delegates felt involved, respected, and part of a cohesive team.

He was especially effective in helping the group work through important decisions, like during the shortlisting process. He stayed neutral and avoided trying to influence the outcome, focusing instead on keeping discussions fair and balanced. At times he could come across as a bit firm, but he always stayed in control and remained approachable and supportive.

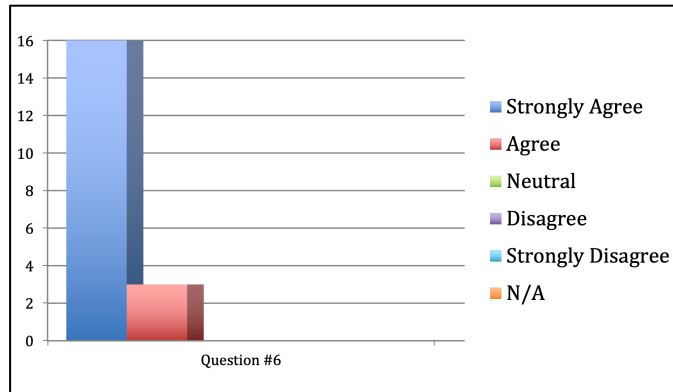
Tom was also helpful in answering questions from delegates. When he didn't have the full answer, he would defer to the leadership team or to ICANN staff for guidance. His steady and respectful approach helped build trust within the group, and his leadership helped the committee work smoothly and stay focused on its mission.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #6: Is a good listener [For example – describe whether, and if so how, the individual demonstrates: attentiveness in discussions, openness to feedback, and/or consideration of diverse viewpoints]
– 4.8

Strongly Agree = 16
Agree = 3
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Tom consistently demonstrated strong listening skills, which made him an effective and trusted leader. He was attentive in all discussions, listened carefully to everyone's input, and showed respect for all viewpoints. His calm, thoughtful approach helped create a welcoming environment where delegates felt heard and valued.

Tom remained neutral and open when different opinions were shared, and he always responded with care and clarity. When questions or concerns were raised, Tom took the time to understand them fully and made sure to follow up, ensuring that each person felt acknowledged and respected.

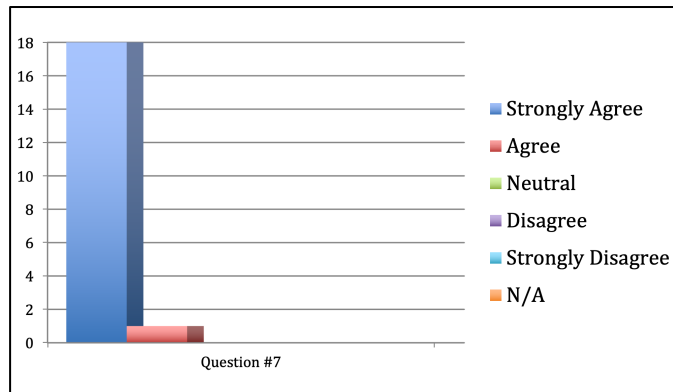
Whether he was helping to structure the agenda or supporting group work, Tom stayed focused on the task at hand, never allowing his own views on candidates to be a part of the process. This ensured the group stayed unbiased and confident in their decisions. His ability to listen, reflect, and respond thoughtfully encouraged open dialogue and reinforced a strong sense of collaboration and trust within the NomCom.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #7: Treats others with respect [For example – describe whether, and if so how, the individual has engaged with others in a courteous manner, fostered inclusive dialogue within the committee, and/or demonstrated openness and appreciation for different perspectives] – **4.9**

Strongly Agree = 18
Agree = 1
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Tom consistently demonstrated respectful and courteous leadership throughout the NomCom process. He engaged with all delegates in a calm, polite, and inclusive manner, ensuring everyone had the opportunity to voice their views without interruption or hindrance. His thoughtful communication included repeating instructions and explanations clearly and patiently, helping the group understand key points fully.

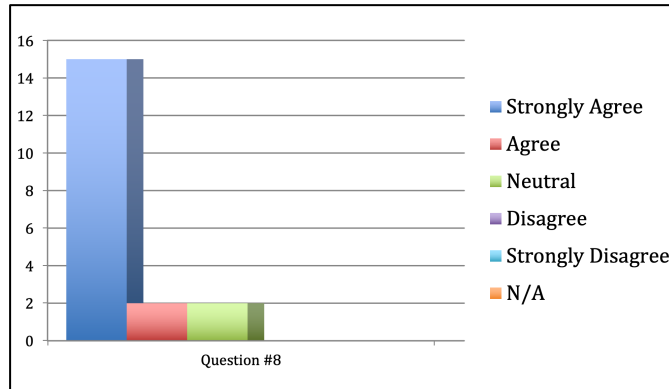
Tom encouraged an environment of mutual respect and open dialogue, welcoming diverse perspectives and treating all members, delegates, and candidates alike with fairness and empathy. His even temperament and genuine appreciation for differing viewpoints contributed to a positive and collaborative atmosphere within the NomCom. Through his respectful approach, Tom helped build trust and encouraged consensus, reinforcing a culture of professionalism and inclusiveness.

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 [For example – provide insight into whether the individual has shown reliability, follow-through on commitments, and/or ability to drive committee progress] – **4.7**

Strongly Agree = 15
 Agree = 2
 Neutral = 2
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments:

As Chair-Elect, Tom played a key role in supporting the NomCom’s ability to stay organized and meet important deadlines. He worked closely with the Chair, Amir, and the Associate Chair, Vanda, to ensure that timelines and milestones were clearly communicated and effectively managed throughout the process. While his formal responsibilities were more limited than the Chair’s, Tom consistently demonstrated commitment and initiative in helping move the work forward.

Tom regularly opened sessions by clearly outlining objectives, time requirements, and the process for completing tasks. He provided timely reminders of key deadlines and helped keep discussions focused and efficient. His communication about time expectations was clear and consistent, helping delegates stay aligned and on track.

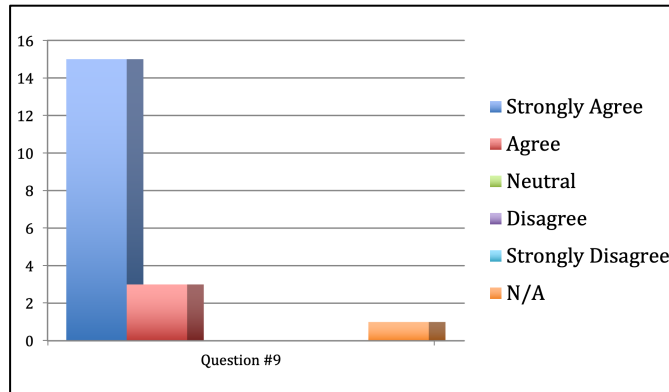
He also collaborated well with ICANN staff, referencing them as needed to ensure accurate scheduling and coordination. Tom’s accountability, strong follow-through, and attention to detail contributed significantly to the NomCom’s efficiency and ability to meet its goals. His reliability and steady presence strengthened the overall effectiveness of the leadership team.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #9: Demonstrates impartiality and neutrality [For example – describe whether, and if so how, the individual has demonstrated fairness, avoidance of bias, and/or ability to set aside personal views in order to further the NomCom’s mandate] – **4.8**

Strongly Agree = 15
 Agree = 3
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 1



Summary of Positive Comments:

Tom consistently demonstrated fairness, objectivity, and neutrality throughout the NomCom selection process. He never allowed his personal views to influence deliberations and avoided expressing opinions on individual candidates. Instead, he maintained a clear focus on the NomCom’s mandate and supported a process grounded in merit and integrity.

Tom provided a respectful and judgment-free space for delegates to share their views, ensuring that each member had time to speak and be heard. He refrained from offering commentary that could sway opinions and was careful to avoid any display of preference, bias, or indifference toward any candidate.

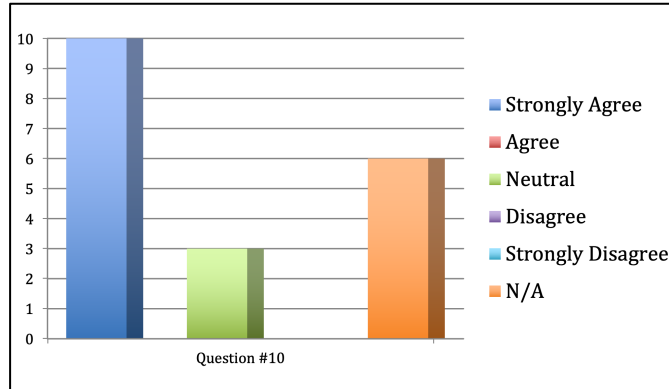
By prioritizing process over personal perspective, Tom upheld a high standard of impartiality. He helped manage discussions in a way that supported thoughtful, balanced decision-making, all while reinforcing procedural integrity and inclusiveness. His approach reflected a deep understanding of the value of diversity and fairness, helping to maintain the credibility and trustworthiness of the NomCom’s work.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #10: Demonstrates an understanding of the values a candidate would bring to the leadership position for which they are being considered – 4.5

Strongly Agree = 10
Agree = 0
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 6



Summary of Positive Comments:

Tom provided clear and thoughtful guidance to delegates throughout the candidate evaluation process. He would consistently refer delegates to the published job profiles, criteria, and values to help guide candidate evaluations and discussions. While he did not participate in evaluating candidates himself, he surely demonstrated a strong understanding of the values and qualities expected of ICANN leaders.

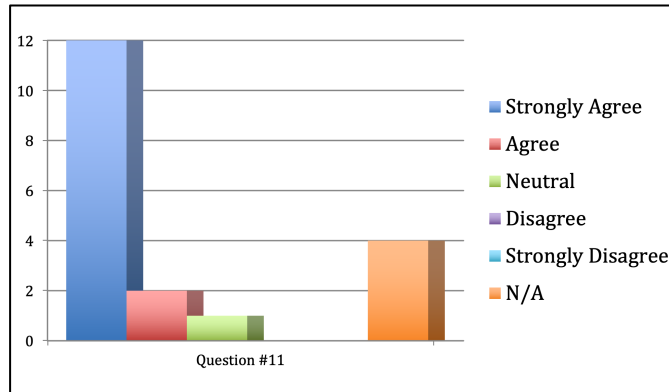
Tom's leadership helped delegates stay focused on the relevant selection criteria and assess candidates based on their potential contributions to ICANN's mission. By reinforcing the importance of aligning candidate evaluations with the organization's goals and expectations, he helped foster a fair, consistent, and values-based selection process.

Summary of Responses Indicating Need for Improvement:

Looking ahead, there may be opportunities to further strengthen the NomCom process by deepening the analysis of how candidate values align with the evolving needs of the ICANN Board. This could enhance the long-term effectiveness of leadership selections and better support ICANN's strategic goals.

Question #11: Demonstrates an understanding of the criteria the NomCom uses to select a candidate for a given leadership position – 4.7

Strongly Agree = 12
Agree = 2
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 4



Summary of Positive Comments:

Tom demonstrated a strong and consistent understanding of the selection criteria established by the NomCom. While he did not directly evaluate candidates, he played an important leadership role in keeping the process focused and aligned with the defined framework. He regularly referred to the job profiles to remind delegates of the key qualifications and helped ensure that candidate assessments remained grounded in the appropriate criteria.

Tom provided clarity when delegates had questions, either by offering direct explanations or by referring to his NomCom leadership colleagues or ICANN staff. His efforts ensured that delegates had the guidance they needed and felt confident in applying the selection criteria thoughtfully and consistently. His leadership helped maintain rigor and alignment with the NomCom's mandate throughout the process.

Summary of Responses Indicating Need for Improvement:

There were no comments.

RESULTS FROM THE INTERVIEW SESSION

Questions asked included...

1. Expansion and/or clarification is asked for responses to the 11 questions in the Written Evaluation questionnaire.
 - All expansion and/or clarification of individual's written evaluation responses were noted and updated. Any clarifications of scoring responses were also noted and updated.
2. Please provide any other thoughts about the person being rated and/or issues involving the individuals...
 - a. *Leadership Style* ("how" he/she leads people and teams),
 - b. *Management Style* ("how" he/she manages projects and processes),
 - c. *Operating Style* ("how" he/she gets things done).

Leadership Style ("how" he/she leads people and teams):

Summary of Positive Comments:

Tom is widely respected for his collaborative, inclusive, and process-driven leadership style. He brings a strong understanding of the NomCom process and maintains a calm, people-first approach. His leadership is marked by a balance of hands-off facilitation and timely intervention to keep discussions focused and on schedule.

Tom consistently demonstrated professionalism and fairness, avoiding bias or personal agendas. He allowed discussions to flow naturally, intervening only to maintain momentum or uphold process integrity. He frequently deferred to the Chair when appropriate and stepped into leadership roles confidently and effectively when delegated. He was especially effective in guiding the group toward consensus, managing time well, and maintaining neutrality during candidate discussions.

He demonstrated a strong working knowledge of procedures and governance, offering thoughtful guidance on sensitive issues such as diversity and inclusion, without overstepping his role. When questions arose, Tom either provided clear answers or directed queries to ICANN staff, ensuring transparency and responsiveness. He was approachable and open to feedback, often connecting with delegates individually to offer support and foster inclusivity.

Tom is seen as an excellent candidate for future Chair responsibilities. He treated all delegates with respect, provided clear explanations of the rules and process, and worked seamlessly with the Chair, Amir, to share the leadership load. His ability to listen, remain neutral, and promote thoughtful, consensus-driven decision-making contributed significantly to the effectiveness of the NomCom process.

Summary of Responses Indicating Need for Improvement:

When leading some meetings, Tom occasionally moved too quickly to a vote, limiting the opportunity for all voices to be heard and for consensus to fully develop. Allowing more time for discussion might have helped the group reach a more unified decision.

Management Style (“how” he/she manages projects and processes):

Summary of Positive Comments:

Tom demonstrated an effective and approachable management style as Chair-Elect. He was never authoritative or overbearing, instead fostering a calm, collaborative, and respectful environment. He encouraged open discussion, actively listened to others, and treated all delegates as equals – recognizing that each was selected for their expertise and leadership.

Tom was hands-on in his approach, helping guide conversations while giving delegates space to share their views. He knew when to step in to keep the group focused and on track, especially when discussions became unproductive. His management style was structured and efficient, which helped the group stay aligned with the agenda and complete tasks on time. This was critical during this NomCom cycle with a constrained timeline.

He worked well with the Chair, supporting him fully without overstepping. In the Chair’s absence, Tom took the lead effectively and respectfully. He was noted for being clear, helpful, and responsive. He answered questions thoroughly, welcomed feedback, and always made room for others to contribute.

Tom brought valuable experience from his previous participation in the NomCom and his role in the registrar community. He used that background to provide helpful context to the group and explain the likely impact of decisions. He was also skilled at reminding delegates of the criteria and process, ensuring the committee remained aligned with its goals.

Outside formal meetings, Tom took the initiative to help build team rapport by organizing a group dinner that created a sense of trust and psychological safety. He was approachable, open to feedback, and genuinely committed to supporting others. His calm, fair, and inclusive management style helped the group reach consensus and stay productive throughout the process.

Summary of Responses Indicating Need for Improvement:

Tom is still learning and developing familiarity with certain procedural details, such as voting protocols, leading to a few minor missteps on procedures.

Tom brings thoughtful ideas and a strong desire to improve processes. At times, his eagerness to introduce changes as Chair-Elect may have conflicted with the importance of maintaining consistency throughout the current NomCom cycle. Any proposed changes are best directed to the Recommendations Committee for consideration in future cycles. Additionally, while Tom often helped move the process forward efficiently, there were moments where his ability to read the room could have been stronger. Balancing process momentum with attentiveness to group dynamics is an area for continued growth in his management approach.

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

Summary of Positive Comments:

Tom demonstrated strong process management skills and fairness throughout his leadership role. He was highly organized, detail-oriented, and consistently focused on following the NomCom’s procedures accurately and efficiently. His ability to keep discussions structured and on track helped the group stay aligned with the agenda and complete tasks on time, even adapting agendas as needed to respond to unexpected issues.

Tom was a motivated and effective team player who worked well with delegates from diverse backgrounds and handled conflicts with professionalism. He fostered a welcoming environment that encouraged input and collaboration, supporting both immediate objectives and a long-term vision. When unsure about procedural details, Tom proactively sought guidance from ICANN staff or fellow leadership members.

He was responsive and approachable, maintaining clear and timely communication that facilitated smooth progress. Tom also consistently reinforced the group's focus by restating objectives and emphasizing the importance of process adherence. His balanced approach and being firm on process, while remaining open to delegate needs, helped the committee efficiently reach consensus and move forward productively.

Summary of Responses Indicating Need for Improvement:

At times, Tom's interactions with the support team and ICANN staff came across as somewhat high-handed, which may have slowed the operational aspects of the process. Improving collaboration and communication with support personnel could have enhanced the overall efficiency of the NomCom.

Nominating Committee Leadership Evaluations – 2025 Thomas Barrett (Chair-Elect)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
52.2	5.0	4.8	4.7	4.8	4.5	4.8	4.9	4.7	4.8	4.5	4.7

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.