

**ICANN  
NOMCOM LEADERSHIP 360° EVALUATIONS REPORT  
FOR RON ANDRUFF**

Submitted by  
TTG Consultants  
Contact Information Redacted

# ICANN NOMCOM LEADERSHIP 360° EVALUATIONS REPORT FOR RON ANDRUFF

The following is a Summary of a 360° Survey containing evaluation ratings for the current ICANN Chair-Elect, Ron Andruff. There were two parts to the evaluation process...

1. A written 360° Survey/Evaluation.
2. An telephone interview with participating evaluators/raters.

These Surveys/Evaluations were conducted during July and August, 2015.

## Evaluators/Raters

Twenty-one evaluators were invited to participate in the 360° Survey (including the individual being evaluated)...

- Eighteen of the twenty-one invitees responded with a written 360° Survey.
- Three invitees did not participate in the 360° Survey process.
- One invitee did not complete the full Survey for Ron Andruff.
- Nine invitees did not participate in the telephone interview.
- A total of twelve invitees participated in all aspects of the 360° Survey process.

## THE ON-LINE, WRITTEN 360° SURVEY

### Methodology for the On-Line, 360° Written Survey

The Written Survey was completed on-line. It contained 11 questions.

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

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. Disagree
- E. Strongly Disagree

The questions asked for a rating response about the following...

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 each of the ICANN Board, ALAC, GNSO and ccNSO.
11. Demonstrates an understanding of the criteria for selection of nominating committee appointees to each of the ICANN Board, ALAC, GNSO and ccNSO.

Each evaluator/rater also was invited to provide a detailed explanation of “why” each rating response was made.

### Meanings of the Written 360° Survey Rating Ratios

#### *Overall Ratings*

The Survey provides for a maximum overall response rating of 55 (the highest possible) which would mean the person being rated received “A” rating responses on every question by all evaluators/raters.

Thus, an overall rating of **55 / 55** would mean a score of all “A” rating responses on every question by all evaluators/raters.

#### *Individual Question Ratings*

Each of the 11 questions has a maximum rating of 5. Thus a **5.0** would mean that all evaluators/raters provided an “A” rating response on that specific question.

### Written 360° Survey Rating Responses for the Chair-Elect

The pages that follow indicate the Written 360° Survey ratings and their explanations for the individual being rated: the Chair-Elect of the NomCom, Ron Andruff.

Included are anonymous excerpts (detailed explanations of “why” rating responses were made) from each question in the written comments section of the Survey. In order to protect the anonymity of all evaluators/raters, many of their specific words have been changed, but their comment meanings/contexts remain intact.

## THE IN-PERSON / TELEPHONE INTERVIEWS

### Methodology for the In-Person and Telephone Interviews

The following questions were asked of each of the interviewees:

1. "Please elaborate on your answers to each of the questions and issues in the 360° Survey Questionnaires for Ron Andruff."
2. "As viewed and perceived from your NomCom experience, please describe Ron Andruff's...
  - 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.

### WRITTEN 360° SURVEY RATING RESPONSES FOR RON ANDRUFF

**Average Overall Rating: 42.3 / 55.** Responses were: 54 "A" (Strongly Agree) responses, 75 "B" (Agree) responses, 37 "C" (Neutral) responses, 17 "D" (Disagree) responses and 4 "E" (Strongly Disagree) responses.

Question #1 (Demonstrates Integrity): **4.2** out of a possible 5.0. Responses were: 7 "A" (Strongly Agree) responses, 8 "B" (Agree) responses, 1 "C" (Neutral) responses, 1 "D" (Disagree) responses and 0 "E" (Strongly Disagree) responses.

#### Summary of Explanations...

##### *Positive...*

Ron adheres to a high level of honesty and moral principles – clearly a major part of the definition of integrity. During his term of Chair-Elect, there was never an instance in which his integrity was questionable. He is a very fair man. Ron is totally committed to ICANN. He helped the NomCom process and showed his integrity by not influencing members in any way. Integrity is a core value for Ron, and attaining that value has been a personal goal for him for many years.

##### *Areas for Improvement/Development...*

As Chair-Elect, he didn't always demonstrate a non-neutral agenda.

Question #2 (Participates in an Open and Honest Manner): **4.1** out of a possible 5.0. Responses were: 5 “A” (Strongly Agree) responses, 9 “B” (Agree) responses, 2 “C” (Neutral) responses, 1 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

#### Summary of Explanations...

##### *Positive...*

Ron participated in a very transparent, open and honest way – all core values of integrity. He implemented his role as Chair-Elect perfectly by being open and honest. Ron showed openness and honesty by intervening when situations dictated, or when he was requested to do so. He fulfilled his role as a member of the leadership team with openness and honesty. He did not actually lead (which is the role of the Chair-elect), but he showed leadership competencies and qualities thru openness. He was open “to learn” while on the leadership team. Whatever the question (technical, critical or process), he showed an openness and willingness to help the NomCom.

##### *Areas for Improvement/Development...*

Were there conversations behind the scenes? Did Ron’s politeness and seeming honesty disguise such activities?

Question #3 (Demonstrates Good Judgment): **3.4** out of a possible 5.0. Responses were: 4 “A” (Strongly Agree) responses, 5 “B” (Agree) responses, 2 “C” (Neutral) responses, 6 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

#### Summary of Explanations...

##### *Positive...*

Ron demonstrated good judgment in certain areas, specifically regarding process. He brought forth some good ideas that showed good judgment – some were adopted, some were rejected. He was anxious to learn (as Chair-Elect), and he will serve the NomCom well.

##### *Areas for Improvement/Development...*

The best interests of the NomCom and the rapport of the group were often not served by Ron’s leadership style and his judgment, particularly regarding processes and principles. His misinterpretation of situations and issues, along with inappropriate responses, often fostered resentment rather than positive engagement.

Ron's comments to the group often were not those of one showing good judgment – they were seen as negative and patriarchal.

Question #4 (Effectively Uses Influence in an Appropriate Manner): **3.3** out of a possible 5.0. Responses were: 3 “A” (Strongly Agree) responses, 5 “B” (Agree) responses, 5 “C” (Neutral) responses, 2 “D” (Disagree) responses and 2 “E” (Strongly Disagree) responses.

Summary of Explanations...

*Positive...*

Ron uses his influence in an appropriate manner regarding process. Some of his insights about ICANN were helpful to the group in deciding on good “fits” for certain candidates.

*Areas for Improvement/Development...*

Ron constantly provided negative, arbitrary comments which carried underlying messages that he is the hardest worker in the group – more so than anyone else. He appeared to be a bully toward other members on many occasions – very opinionated and controlling, particularly about process. Ron does not use his influence appropriately regarding candidates. There is concern about his ability next year to separate his constituencies' interests from the supposed independent role of the NomCom Chair. His style of using influence is often neither appropriate nor effective.

Question #5 (Is an Effective Leader): **3.5** out of a possible 5.0. Responses were: 3 “A” (Strongly Agree) responses, 6 “B” (Agree) responses, 5 “C” (Neutral) responses, 2 “D” (Disagree) responses and 1 “E” (Strongly Disagree) responses.

Summary of Explanations...

*Positive...*

Ron listens carefully and thus is able to lead a group in a consensus way. He was able to “get things done.” When given the opportunity to lead, he did it well. His leadership qualities are appreciated; specifically his sense of humor, his knowledge of NomCom's objectives and his appreciation of the tasks to be performed. Ron has strong team skills.

*Areas for Improvement/Development...*

Ron's opinionated and controlling leadership style – particularly about process – borders on bullying. His leadership style may be useful elsewhere, but not as Chair of the NomCom.

Question #6 (Is a Good Listener): **3.9** out of a possible 5.0. Responses were: 4 “A” (Strongly Agree) responses, 8 “B” (Agree) responses, 5 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

#### Summary of Explanations...

##### *Positive...*

During interviews, Ron was seen to be listening intently, and he made serious comments during these sessions. He ensured that all participants had the opportunity to speak, and he listened to them. He really tried to be an attentive listener. He is aware that we have two ears and one mouth, so we should be listening twice as much as speaking.

##### *Areas for Improvement/Development...*

There were no comments or suggestions.

Question #7 (Treats Others with Respect): **3.8** out of a possible 5.0. Responses were: 8 “A” (Strongly Agree) responses, 1 “B” (Agree) responses, 6 “C” (Neutral) responses, 1 “D” (Disagree) responses and 1 “E” (Strongly Disagree) responses.

#### Summary of Explanations...

##### *Positive...*

Ron is polite and pleasant, and tries his best to be friendly and respectful. He is quite respectful of others’ opinions and this is one of his strongest qualities. Ron is quite pleasant and respectful as a co-worker – in small groups as well as on the NomCom. His showing mutual respect for others provides opportunities for more full and complete participation.

##### *Areas for Improvement/Development...*

Ron’s sense of respect is to treat the group and individual members in a nit-picking and almost harassing way. He has not shown the ability to avoid conflict by interacting with others in a caring and respectful way. Respectful behavior requires the acknowledgment that others use different styles and competencies to reach the same values and/or results, and Ron does not realize this. As a NomCom member (prior to his recent leadership role), he was dedicated and valued, but he will not be a good Chair. Although he is not disrespectful, he sometimes will “preach” and become officious – a behavior that can be annoying.

Question #8 (Takes Responsibility and is Accountable for Ensuring the Nominating Committee Meets Its Timelines): **4.3** out of a possible 5.0. Responses were: 6 "A" (Strongly Agree) responses, 10 "B" (Agree) responses, 1 "C" (Neutral) responses, 0 "D" (Disagree) responses and 0 "E" (Strongly Disagree) responses.

Summary of Explanations...

*Positive...*

Ron is task and outcome focused and is quite dedicated and serious about time line responsibilities. Although his role as Chair-Elect was not to lead, he remained cognizant of the need to respect and meet NomCom time lines. As Chair-Elect, he worked well with other leadership to ensure accountability regarding time lines. Ron often reminded the group about the processes necessary (next steps) to meet time lines. Having served for 3 years on the NomCom, he is aware of the troublesome places on the calendar where the Committee can fall behind regarding time lines – and this knowledge should serve him and the NomCom well if he is confirmed as Chair for 2016.

*Areas for Improvement/Development...*

He kept to deadlines, but in a non-positive, autocratic way when dealing with others.

Question #9 (Demonstrates Impartiality and Neutrality): **3.6** out of a possible 5.0. Responses were: 4 "A" (Strongly Agree) responses, 5 "B" (Agree) responses, 5 "C" (Neutral) responses, 3 "D" (Disagree) responses and 0 "E" (Strongly Disagree) responses.

Summary of Explanations...

*Positive...*

Ron is very fair and impartial. As Chair-Elect, when he intervened, he showed neutrality and impartiality. Ron realizes that the role of the Chair is to demonstrate impartiality and neutrality in order to increase effectiveness and output of the group. The Chair must create an environment in which all members feel comfortable and empowered; Ron likely will do so if confirmed.

*Areas for Improvement/Development...*

As a leader, Ron demonstrates far too much personal bias. He showed partiality toward members that did not meet with his approval.

Question #10 (Demonstrates an Understanding of the Values a Nominating Committee Appointee Would Add to Each of the ICANN Board, ALAC, GNSO and ccNSO): **4.1** out of a possible 5.0. Responses were: 5 “A” (Strongly Agree) responses, 8 “B” (Agree) responses, 4 “C” (Neutral) responses, 0 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of Explanations...

*Positive...*

Ron has considerable knowledge about each position with which the NomCom is involved. He does his homework, particularly for Board and GNSO positions. He clearly thinks highly of the NomCom, its role in ICANN, its work and its usefulness in bringing the necessary skills and geodiversity to the bodies it serves and supports.

*Areas for Improvement/Development...*

Ron could improve on his understanding of ccNSO and ALAC requirements.

Question #11 (Demonstrates an Understanding of the Criteria for Selection of Nominating Committee Appointees to Each of the ICANN Board, ALAC, GNSO and ccNSO): **4.1** out of a possible 5.0. Responses were: 5 “A” (Strongly Agree) responses, 10 “B” (Agree) responses, 1 “C” (Neutral) responses, 1 “D” (Disagree) responses and 0 “E” (Strongly Disagree) responses.

Summary of Explanations...

*Positive...*

Ron has an understanding of – and he has worked hard for – Board and GNSO appointments. He has the knowledge of the criteria (and he has worked to further define those criteria) for the BGC, GNSO, ALAC and ccNSO. He has worked hard to establish the selection criteria for the NomCom to use as working tools.

*Areas for Improvement/Development...*

There were no comments or suggestions.

## TELEPHONE INTERVIEW RESPONSES FOR RON ANDRUFF

Individual comments included...

### Leadership Style (how he leads other people/members and teams):

#### *Positive...*

Ron is very polite and quite funny. He is open to listening to others. He has not intervened much – realizing he's there to learn. He is a good communicator. He acquired good experience this year as Chair-Elect. Ron summarizes well. He will be a very good Chair. He likes leadership. He is clearly dedicated and committed to the cause, and knows what he wants. Ron is very knowledgeable about ICANN.

#### *Areas for Improvement/Development...*

Ron insists on his viewpoints, but is not persuasive about them. Sometimes he has a problem about facilitating a group conversation. Often, he is seen as lobbying for his own interests. Ron is too opinionated when facilitating meetings or groups. He is not a nurturer. He is not a good consensus builder. If he is confirmed as the Chair for 2016, he will need a coach to help him lead. He is judgmental of people – he's quick to chastise others, which puts their backs up (especially when they are unpaid volunteers). He can be quite sanctimonious – “you aren't working hard enough!” He has been quick to criticize those missing meetings, but he too has missed meetings – a hypocritical attitude. Ron doesn't have adequate experience in leading a group. He leads with a “School Marm” attitude. He should learn to be more neutral and impartial during deliberations.

### Management Style (how he manages projects and issues):

#### *Positive...*

Keeps time lines on schedule. He can read between-the-lines on a resume – he knows how to drill-down. Ron is good at profiling the skill sets needed for appointments – beyond just the requirements.

#### *Areas for Improvement/Development...*

Ron doesn't always take into account all the skill sets that might be needed. He often shouts and screams (instead of calmly motivating) to get his way. He doesn't understand the human dynamics of a group. He often tries to make people look as though they are not as good as he is. He is strategic, but to his own benefit.

He is not a strategic leader (a visionary with a long range view and an “overview” perspective).

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

*Positive...*

Ron knows how to get things done. Descriptive words might include: gentle, supportive, consensus builder, energetic, listener and smart. He is very organized and detail oriented – he takes many notes which allows him to follow-through. He’s a stickler for process. Ron is a very honest, hard worker who is a good listener.

*Areas for Improvement/Development...*

He is precise and clear, but often teacher-like. He can be quite long-winded. Sometimes he seems to get nervous. He frequently focuses on personalities rather than on the task at hand – that is, he comments on the way people express themselves rather than on the tasks involved. He doesn’t realize people have personal boundaries (for example, he will try to adjust someone’s tie, collar or other clothing). He doesn’t always respect diversity (religion, culture, etc.) and he doesn’t recognize the hardships others have sometimes experienced in attending meetings. He takes issues or comments to an extreme. He doesn’t keep information confidential. Sometimes he interjects comments when he should remain silent. He needs to pay more attention to a discussion and focus on the issues involved. His interpersonal communication can be demeaning, disrespectful and micro-managing, with a bully-like attitude.

Other Comments...

It is the consensus of nearly every evaluator that if Ron is confirmed as Chair, he will need a coach to help change some of his attitudes and behaviors.