ICANN NOMCOM 360° LEADERSHIP EVALUATIONS REPORT FOR STÉPHANE VAN GELDER

Survey Conducted in July & August, 2016

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METHODOLOGY OVERVIEW

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

This Survey was conducted during the months of July and August, 2016.

Methodology of the Survey

There were two parts to the Survey…

1. The Written Survey 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 Survey asked each participant to expand on their answers to the 11 questions in the Written Survey. In addition, as time allowed, other questions were asked about issues that likely would involve the NomCom.

The Written Survey

The questions in the Written Survey 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. 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 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 Survey 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 19 Evaluators/Raters that were invited to participate in this NomCom Leadership Survey; 18 responded and submitted a completed questionnaire.

The Telephone/Skype Survey

Evaluators/Raters

There were 18 Evaluators/Raters that were invited to participate; 15 responded and were interviewed for approximately 30 minutes each.

Questions asked included…

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

2. Please provide any other thoughts about the person being rated and/or issues involving the NomCom...

    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.

RESULTS FROM THE WRITTEN SURVEY

All questions Summary ratings: **51 out of 55**
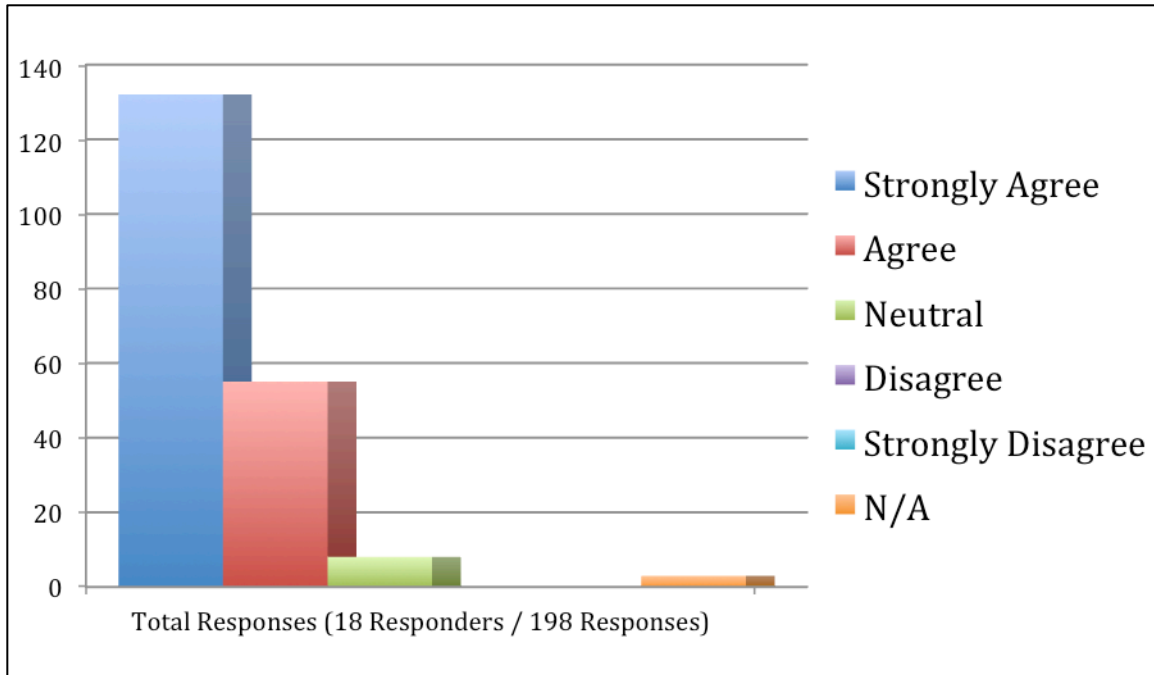   Total Average = **4.6 out of 5**

Strongly Agree = 132	Disagree = 0
Agree = 55	Strongly Disagree = 0
Neutral = 8	N/A = 3

Total Responses (18 Responders / 198 Responses)

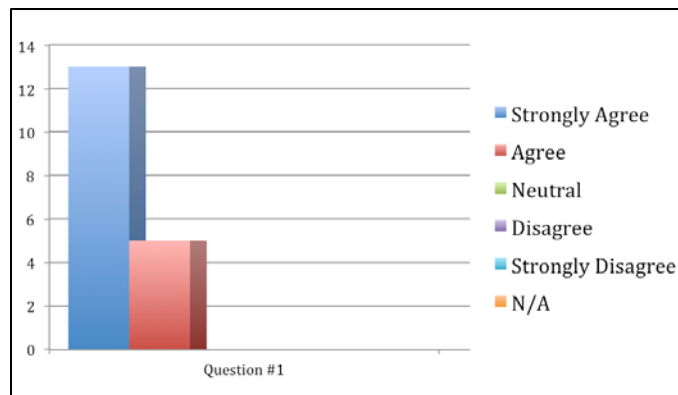Question #1: Demonstrates integrity – **4.7**

Strongly Agree = 13
Agree = 5
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0

Summary of Positive Comments
> Stéphane performs his duties as Chair in a very professional way, and his attitude is one of appropriateness and integrity. He does not violate his principles of honesty and straightforwardness. He has no hidden agendas or preferences. He has encouraged members to make their own choices and decisions, and has always respected the Committee members and the process. Stéphane's previous experience with the NomCom has provided the members with many excellent historical insights. He always promotes discussion of disparate views, with a goal of shared understanding by all. Among his primary interests are honesty, transparency and openness. Stéphane is always punctual, consistent and he focuses on team performance. He is a good delegator and encourages his team members to discuss and respond to issues – all of which are indications of a good leader. He never demonstrates any bias for potential candidates and is sensitive to interference from the Board and its members.

Summary of Responses Indicating Need for Improvement
> Stéphane is occasionally resistant to ideas and proposals that he thinks are not moving the process forward.

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
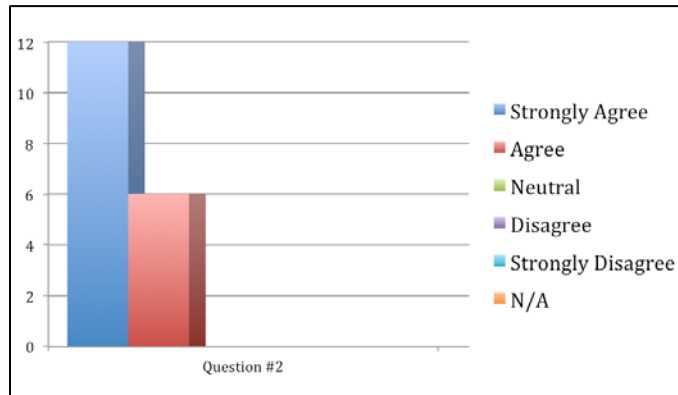
Summary of Positive Comments
> Stéphane's participation is always open and honest. In order to steer and control a process, direction is sometimes needed rather than openness – and Stéphane provided that. He is always open with the group about his rationale for a decision, and then welcomes discussion. Stéphane does not hide information from the group. He welcomes new ideas and approaches.

Summary of Responses Indicating Need for Improvement
Sometimes it appears that Stéphane has a parallel agenda to the group's view. Occasionally, he is a bit too rigid.

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

Strongly Agree = 9
Agree = 7
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0
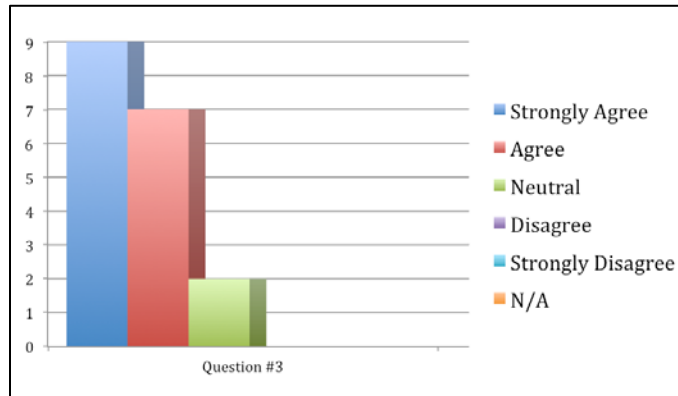
Summary of Positive Comments
Stéphane demonstrates excellent judgment, most of the time. Example: he will give a team the opportunity for discussing an issue thoroughly, and then call into question some aspect of its decision which the team did not consider. He balanced deadlines for decisions with alternative methods and processes of reaching those decisions.

Summary of Responses Indicating Need for Improvement
On occasion, Stéphane would attempt to influence the group on certain actions (which he thought would be good for the group), despite what the group thought.

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

Strongly Agree = 8
Agree = 8
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1
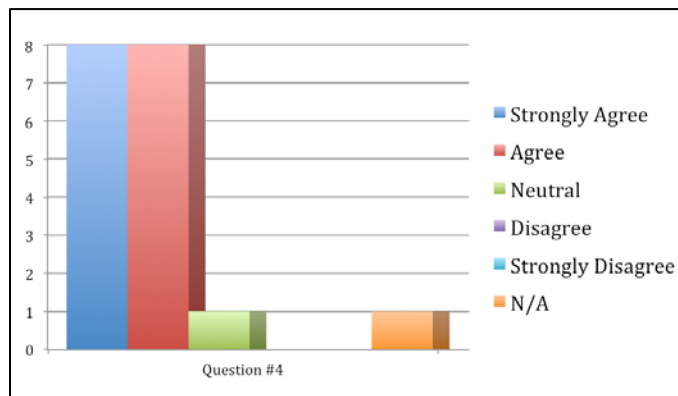
Summary of Positive Comments
> Stéphane effectively used his influence when dealing with the Chair of the Board, the BGC and with NomCom members. He obtains results by effectively using his influence. Stéphane has been an excellent "guide", in that he has been very open and has encouraged open discussions, rather than exerting pressure to move in certain directions.

Summary of Responses Indicating Need for Improvement
> Sometimes, it appeared that Stéphane did not use his influence appropriately.

Question #5: Is an effective leader – **4.6**

Strongly Agree = 12
Agree = 5
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
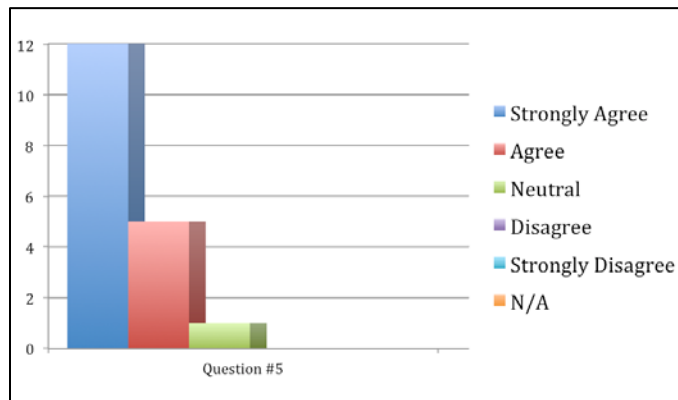
Summary of Positive Comments
> Stéphane is a strong leader, in that he is never distracted from his responsibilities by the influence of others. He is an effective leader (and most people follow him) because he is assertive, vocal and decisive – and in addition, he has a pleasant personality. In steering and controlling a process, it is sometimes necessary to "direct" than to use pure "openness", and Stéphane provided that kind of guidance. He presented a good design for the process. He has effectively coached, led and taught the team on NomCom policies and procedures – clearly, all skills of a good leader. Stéphane certainly kept the NomCom on-track toward deliverables and on-time regarding deadlines. He was quite patient and listened to alternatives, and then was flexible about changing policies, based on input from the group.
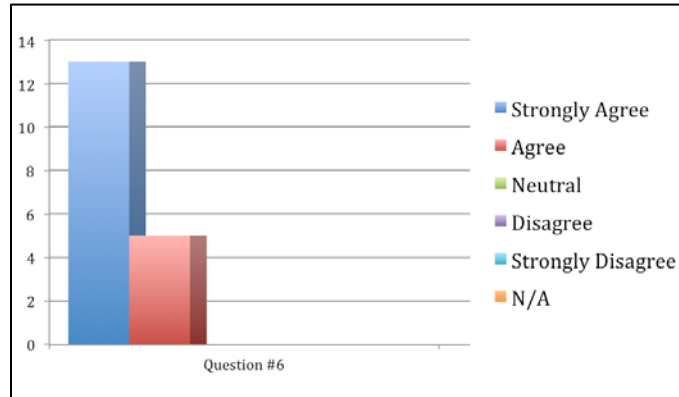
Summary of Responses Indicating Need for Improvement
On occasion, he can be a bit overbearing, as well as rigid in his approach to facilitation. His planning of sessions could be better, and he could lead staff more effectively.

Question #6: Is a good listener – **4.7**

Strongly Agree = 13
Agree = 5
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0

Summary of Positive Comments
Stéphane is an excellent listener, and he provides every member with a chance to speak. Even though there were occasionally some language problems/issues, he always was able to grasp what other members meant – and every comment was answered. He is/was anxious to get input from everyone. Stéphane listens, and then after all members have spoken, he voices his own opinion. He shows patience while listening to objections and other opinions, and then proposes alternatives.

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

Question #7: Individual treats others with respect – **4.7**

Strongly Agree = 13
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
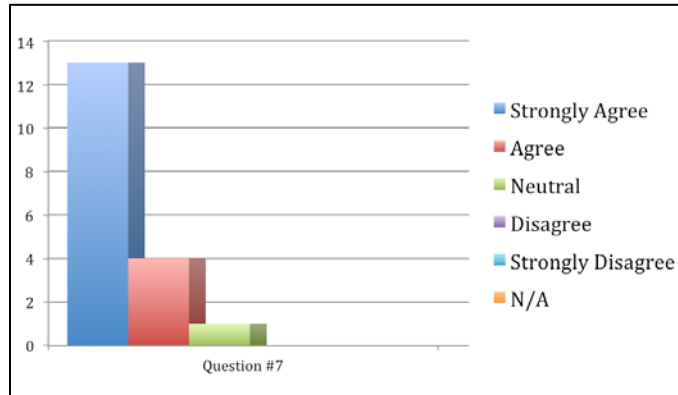
Summary of Positive Comments
Stéphane treats everyone with the utmost respect, even those who can occasionally be annoying during meetings. He never provokes uncomfortable situations and is respectful and pleasant to everyone. All members were respected and given an opportunity to contribute.

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

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

Strongly Agree = 16
Agree = 2
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
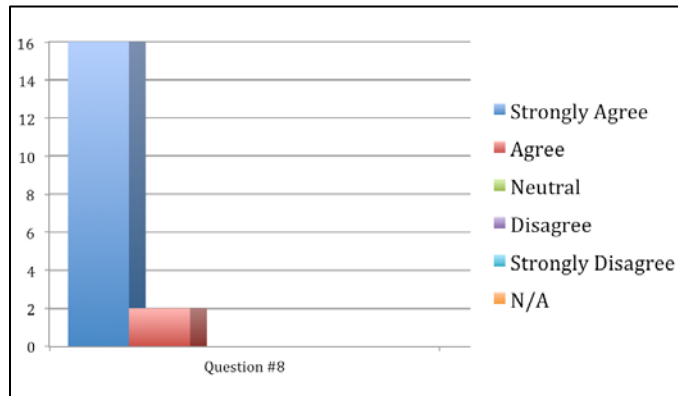
Summary of Positive Comments
Stéphane acts quite appropriately and responsibly with regard to
the timely completion of tasks. He was very attentive to timelines –
in fact the document he produced outlining processes and
deadlines is extremely valuable, given the lack of past records
regarding process. Stéphane ensured that deadlines were met,
one result being that the session concluded two days early. He
was forceful in this regard, but not rigidly so.

Summary of Responses Indicating Need for Improvement
Sometimes, Stéphane put too much emphasis on meeting timelines
for tasks, to the occasional detriment of the result.

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

Strongly Agree = 10
Agree = 8
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
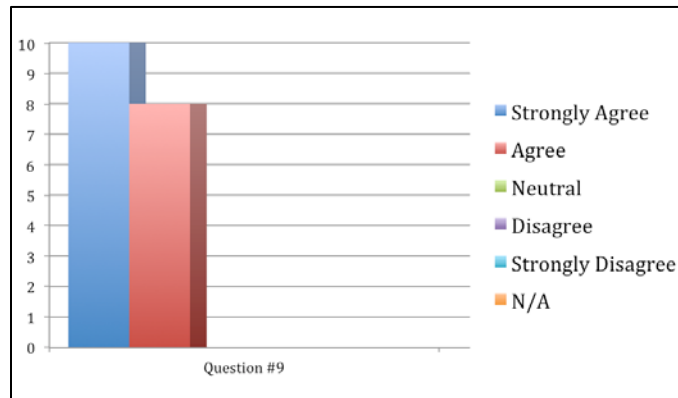
Summary of Positive Comments
Stéphane remained entirely impartial and neutral during the
selection of candidates, never making any subjective statement
about anyone. When candidates were discussed, any comments
he made were informative ones. Stéphane always demonstrated
impartiality, neutrality and good judgment. He never spoke either
negatively or in advocacy of any candidate.

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

Question #10: Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO – **4.5**

Strongly Agree = 14
Agree = 1
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 1
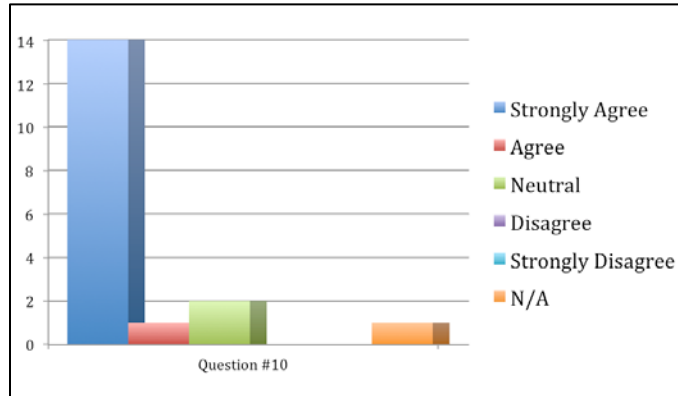
Summary of Positive Comments
Stéphane is an experienced ICANN advocate, and has a clear understanding of the requirements established for candidates from the bylaws, as well as from the Board. His actions, attitude and words indicate a deep understanding of the values a NomCom appointee would add to the ICANN Board, ALAC, GNSO and/or ccNSO. His second year as Chair has provided him with considerable additional experience.

Summary of Responses Indicating Need for Improvement
In his many attempts to be impartial and neutral, he rarely mentioned a candidate's values.

Question #11: Demonstrates an understanding of the criteria for selection of Nominating Committee appointees to the ICANN Board, ALAC, GNSO and ccNSO – **4.6**

Strongly Agree = 12
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1
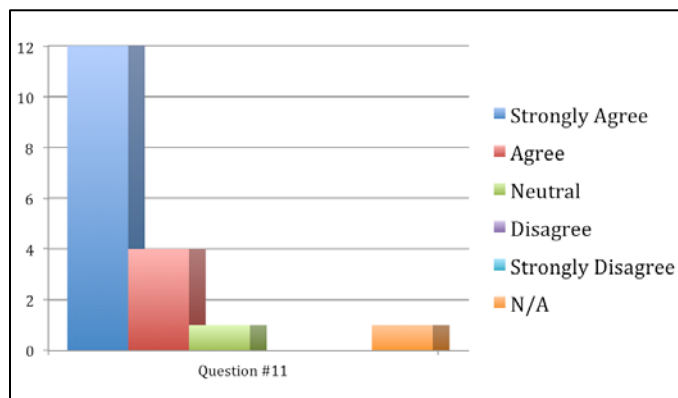
Summary of Positive Comments
> As the Chair, Stéphane did not attempt to influence the selection of any candidate(s). He has a clear understanding of the criteria for selection, and his many years with the NomCom have provided him with considerable knowledge in this area.

Summary of Responses Indicating Need for Improvement
> It would have been advantageous to ICANN if Stéphane had advocated for more gender diversity as an element of selection criteria. Without this advocacy, this diversity is seen simply as a preference instead of an imperative.

RESULTS FROM THE TELEPHONE/SKYPE SURVEY

Questions asked included…

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

2. Please provide any other thoughts about the person being rated and/or issues involving the NomCom...

    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)?

Verbal comments echoed those in the written 360º questionnaire.

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

> *Positive…*
> Stéphane clearly is a very strong, smart and competent consensus builder. And, since he knows "the rules", he is able to keep everything on-track – maintaining a tight rein on any group he is facilitating. He knows how to control difficult people. Stéphane does not interject his opinions about candidates, allowing all parties to speak their minds. He is quite patient with those whose English is not proficient. He is quite focused on meeting deadlines and getting to the goal on time, which translates to a mix of a consensus or autocratic leadership style, depending on what is needed for the circumstances of the moment. Stéphane is flexible and approachable regarding problems and situations. He has been a good mentor for new members.

He is sensitive to cultural and personality issues. Overall, he performed well – getting things done and on-time. Stéphane is an excellent leader. The fact that he is multi-lingual is often a big help for those whose primary language is not English.

Areas for Improvement/Development…
Stéphane can be a bit too assertive at times, even overbearing. He could have given the Co-Chair more responsibilities and opportunities to lead. He can brush aside issues mentioned by members, when too many details are involved.

<u>Management Style</u> *(how he manages projects and issues):*

Positive…
Stéphane has a nice balance of the strategic (big picture) and the tactical (detail) regarding situations and issues. He organizes projects well and delegates tasks – and in this regard, he has worked well with the Co-Chair. Stéphane is an excellent facilitator of meetings and has provided the NomCom with a great deal of guidance for the decision making process. He has delegated well and solicits volunteers for tasks. He created an excellent process manual, which aids the members tremendously. He is a very practical, pro-active and congenial facilitator/manager.

Areas for Improvement/Development…
Stéphane sometimes seems to have a predetermined outcome in mind, and presses for it.

<u>Operating Style</u> *(how he gets things done, such as accomplishes tasks):*

Positive…
Stéphane is very clear in his thinking and focus, establishing standards and processes for moving forward. He articulates well his reasons for processes. He has a nice sense of humor and does not become angry, even when sometimes being provoked. Stéphane sets forth expectations of "what" must be done, as well as "how" it should be done. He is a patient man and an excellent role model for new NomCom members. Stéphane is bold when he speaks, but he does not offend others when he does so. He keeps discussions lively and interesting. He remained neutral at all times.

Areas for Improvement/Development…
There were no comments or suggestions.

ICANN Nominating Committee Leadership 360 Evaluations – 2016

Stéphane Van Gelder

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
51	4.7	4.7	4.4	4.4	4.6	4.7	4.7	4.9	4.6	4.5	4.6

<u>**Meanings of the Rating Scores:**</u>

Overall Ratings

Each Survey provides for a maximum 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 an average of the score of all answered surveys 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.