



ICANN NOMCOM 360° LEADERSHIP EVALUATIONS REPORT FOR HANS PETTER HOLEN

Survey Conducted in July and August, 2017

Submitted by TTG Consultants

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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 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, 2017.

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 21 Evaluators/Raters that were invited to participate in this NomCom Leadership Survey; 20 responded and submitted a completed questionnaire.

The Telephone/Skype Survey

Evaluators/Raters

There were 21 Evaluators/Raters that were invited to participate; 10 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:

Total Average = **50.4**

Strongly Agree = 140

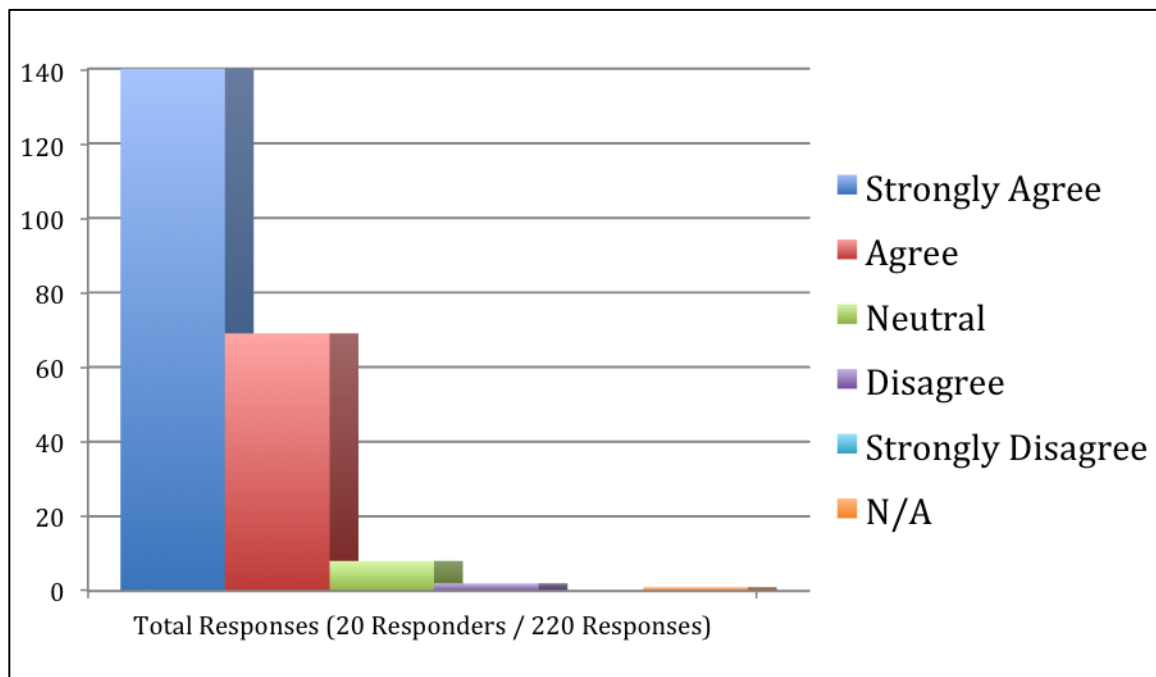
Agree = 69

Neutral = 8

Disagree = 2

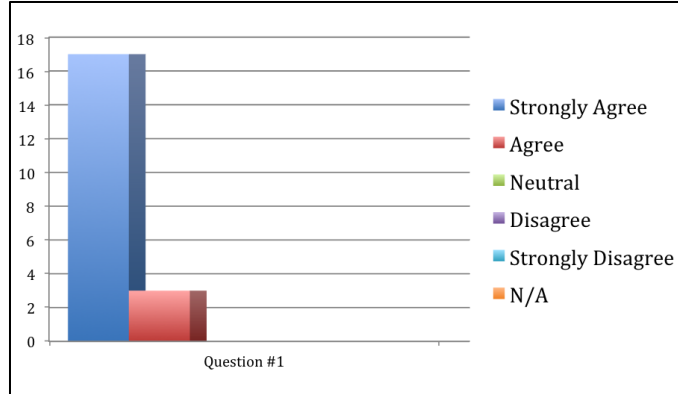
Strongly Disagree = 0

N/A = 1



Question #1: Demonstrates integrity – 4.9

Strongly Agree = 17
Agree = 3
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

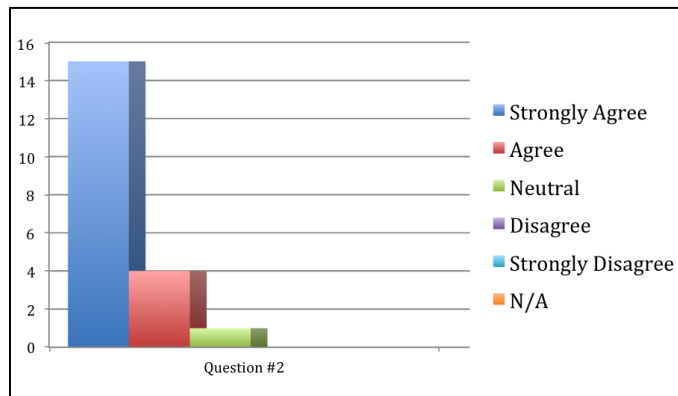
Hans Petter was straight forward and clear about the principles and values to which he would be adhering during his term as Chair. These include honesty, decency, confidentiality of information, neutral and non-biased processes, as well as privacy for candidates.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #2: Participates in an open and honest manner – 4.7

Strongly Agree = 15
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

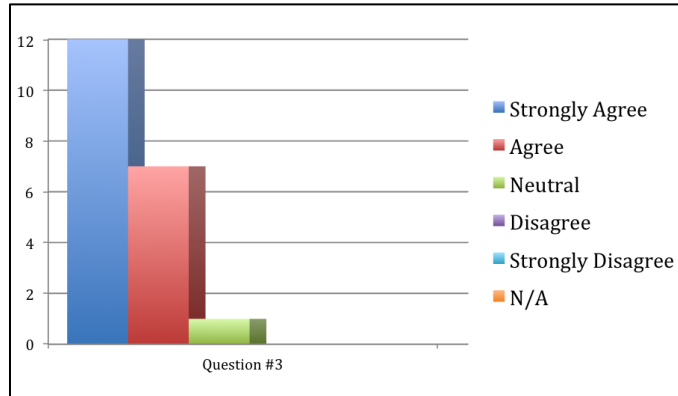
Hans Petter openly and honestly explains his points of view, but does not attempt to influence other members about his personal preferences. His comments have always shown him to be honest and truthful.

Summary of Responses Indicating Need for Improvement

Hans Petter made some decisions without group consultation.

Question #3: Demonstrates good judgment – 4.6

Strongly Agree = 12
Agree = 7
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

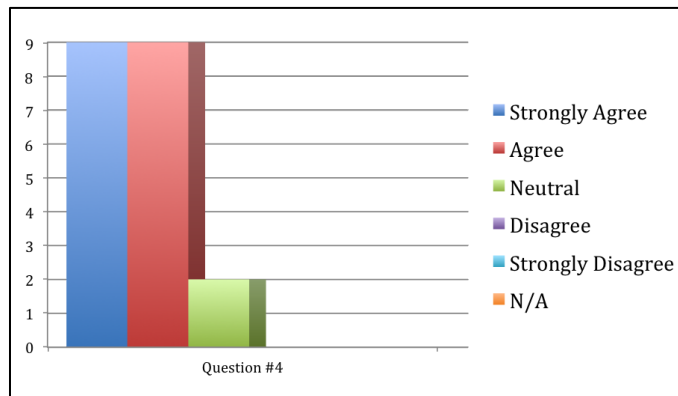
Hans Petter facilitated a well-designed work process, putting into that process any issue which surfaced. Through this, he showed good judgment most of the time. He would stand up for fairness and balance when any conflict of interest arose. Hans Petter showed good judgment in the way he would diffuse problem issues before they could create an uncongenial atmosphere.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

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

Strongly Agree = 9
Agree = 9
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

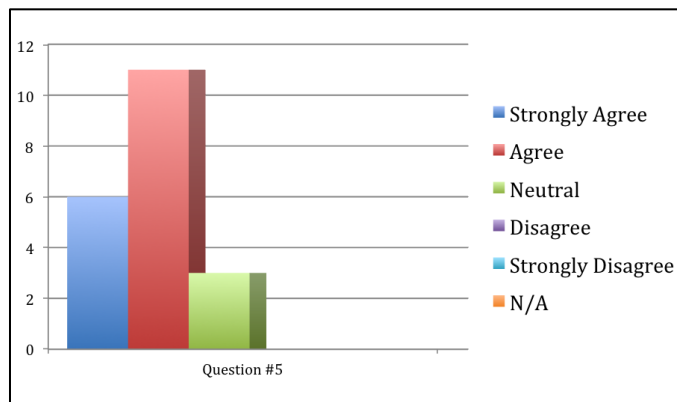
Hans Petter has tried to guide the NomCom, without using undue personal influence. He has worked effectively with the Chair-Elect to resolve conflicts of interest. Hans Petter was quite firm in avoiding any misdirection or non-productive discussions within the group. His approach was first to allow the Committee to agree on a process, and then he would manage that process. On some occasions, Hans Petter would urge further investigation into candidates' backgrounds, but generally he would not influence the Committee in its evaluations. He conducted neutral, unbiased processes.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #5: Is an effective leader – 4.2

Strongly Agree = 6
Agree = 11
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

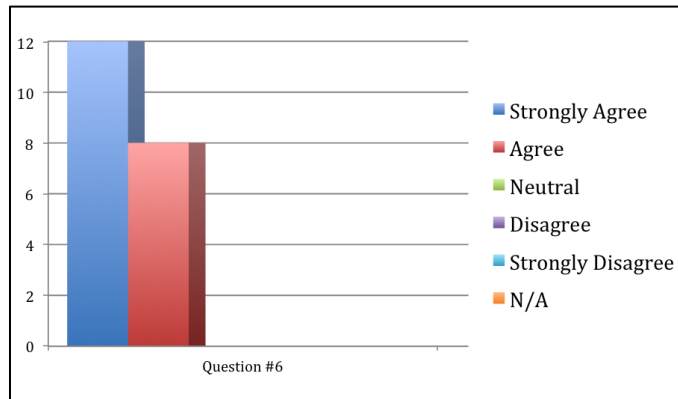
Under Hans Petter's facilitation, all processes were completed within expected timeframes – and that is effective leadership. He managed to keep the group “in-line” without appearing harsh or causing anyone discomfort. He was able to make improvements in the process as it moved along.

Summary of Responses Indicating Need for Improvement

Hans Petter was not as good as some other leaders in facilitating meetings. The process could have been tighter, with more pre-planning. Sometimes, he could have been more direct when requesting that the Committee move on from non-productive or off-topic conversations.

Question #6: Is a good listener – 4.6

Strongly Agree = 12
Agree = 8
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

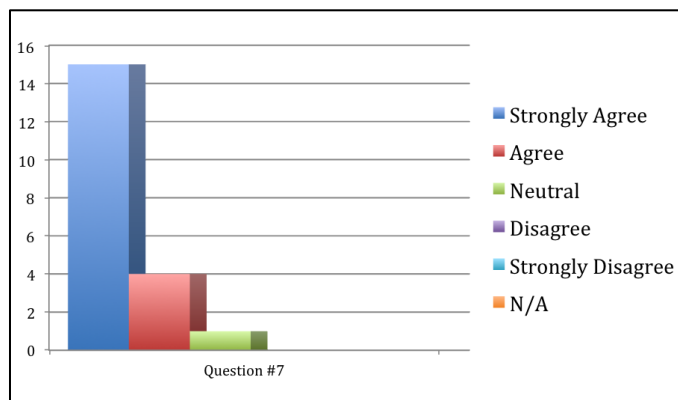
Hans Petter allows everyone to speak, even if they have different views than his. He is a very good listener. After listening, he was able to understand the details involved in an issue – and remember them. Hans Petter was always attentive to discussions, and grasped the details of issues quickly. He nicely balanced listening to individual members and maintaining a focus for the entire group.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #7: Individual treats others with respect – 4.7

Strongly Agree = 15
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0



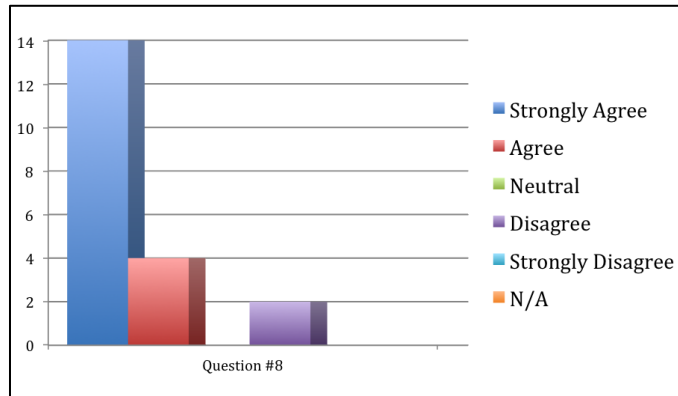
Summary of Positive Comments

Hans Petter is very respectful of everyone. His respect for others creates respect for him. He is a very gentle and courteous man.

Summary of Responses Indicating Need for Improvement
 Unfortunately, Hans Petter made a few jokes about Committee members in front of the group. This teasing didn't help the process.

Question #8: Takes responsibility and is accountable for ensuring the Nominating Committee meets its timelines – 4.5

Strongly Agree = 14
 Agree = 4
 Neutral = 0
 Disagree = 2
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments

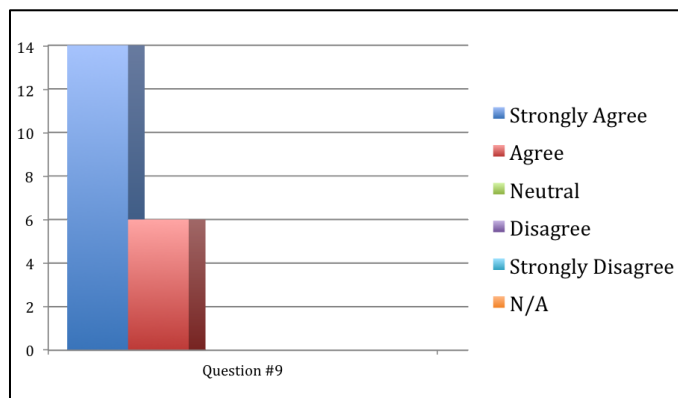
Hans Petter focuses on meeting targets and is attentive to timelines, but is flexible if a change is required. He plans well and executes the plan. The Committee completed its work on-time (in fact, a day ahead of the deadline).

Summary of Responses Indicating Need for Improvement

There were problems of no quorums for decisions, missed deadlines, members not doing their deep dives, no on-time write-ups of calls. Hans Petter was sometimes hesitant about pushing people, but then he would let the issue slide.

Question #9: Demonstrates impartiality and neutrality – 4.7

Strongly Agree = 14
 Agree = 6
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments

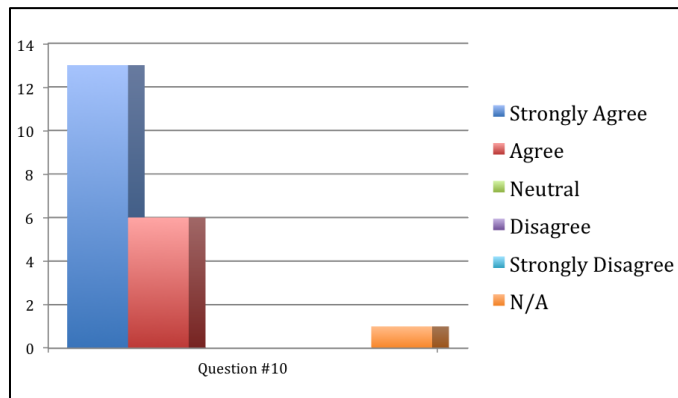
As Chair, Hans Petter's role was to manage the agreed-upon process and remain neutral, impartial, objective and unbiased for the evaluation and selection of candidates – and he did this well. He never manipulated the flow of the discussions, and never imposed his opinions on others. Hans Petter was insistent on the Committee creating a process, and then remaining true to it – thus ensuring all candidates were handled in the same way. He did not allow alteration of the process for the sake of expediency.

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 – 4.7

Strongly Agree = 13
Agree = 6
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments

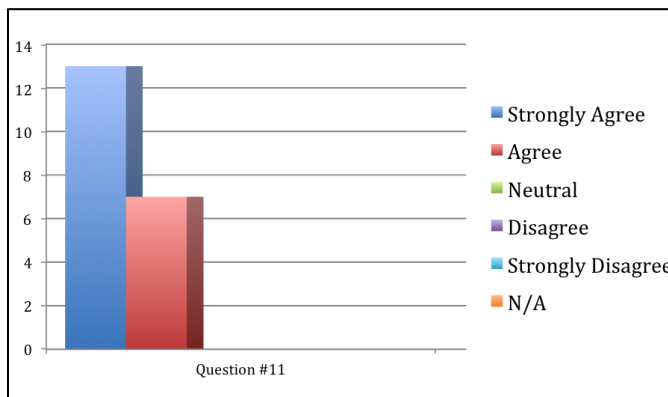
Due to his long tenure at ICANN, Hans Petter is very knowledgeable about ICANN's various groups.

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 – 4.7

Strongly Agree = 13
Agree = 7
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

Because Hans Petter has had a great deal of past experience at ICANN, he has a clear and present understanding of these different groups.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

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 Survey.

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

Positive...

Hans Petter is a good leader, in that he is a consensus builder, with a participative style of leadership. Words describing his leadership style are: kind, fair, polite, patient, insistent, respectful, straightforward and efficient. Hans Petter doesn't try to sway the group to his own opinions. He does not shout to make things happen. He is able to avoid tension within the group.

Areas for Improvement/Development...

Hans Petter needs to provide more guidance and direction. His leadership style is passive and reserved – he needs to be more assertive. There were times when there was not a quorum for decisions. Hans Petter was not sensitive to cultural differences, which was not good for those for whom English is a second language. There were occasions when he decided questions without consensus of the group.

Management Style (how he manages projects and issues):

Positive...

Hans Petter gets things done. He cuts-off debate in order to meet timelines. He is very good with detail and he is quite structured. Hans Petter is focused on the process and he stays there. He is quite open to new ideas. Hans Petter contributes alternatives, and provides an overview of where the group is and where they should be going – based on established goals.

Areas for Improvement/Development...

Hans Petter lets things “slip” in terms of timelines and tasks. He did not manage timelines well. He needs to respond to e-mails in a more timely way. Hans Petter spent too much time “in the weeds” (dealing with too much detail). Meetings could and should have been scheduled further in advance – to better manage costs and accommodate members' schedules.

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

Positive...

Hans Petter is quite knowledgeable about the NomCom process. He is very smart. He is soft spoken and very knowledgeable about technical issues. He meets timelines by being methodical in his facilitation of meetings. He is very clear and sharp about the process to be followed, and always keeps things on-track.

Areas for Improvement/Development...

Hans Petter leaves too much for staff to do. The role of the Chair is to facilitate, educate and delegate – and he could have done all of these in a better way. Hans Petter does not think enough about the long-term (strategic thinking). His management of time was not the best – a call scheduled for 1-hour call would be 1½ hours, or another call would be required.

ICANN Nominating Committee Leadership 360 Evaluations – 2017 Hans Petter Holen

| Overall Score | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 |
|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 50.4 | 4.9 | 4.7 | 4.6 | 4.4 | 4.2 | 4.6 | 4.7 | 4.5 | 4.7 | 4.7 | 4.7 |

Meanings of the Rating Scores:

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.