



ICANN NOMCOM 360° LEADERSHIP EVALUATIONS REPORT FOR STÉPHANE VAN GELDER

Survey Conducted in July and August, 2017

Submitted by TTG Consultants

4520 Wilshire Blvd., Suite 100 Los Angeles, CA 90010

323.936.6600

800.736.8840

www.ttgconsultants.com

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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 Associate 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

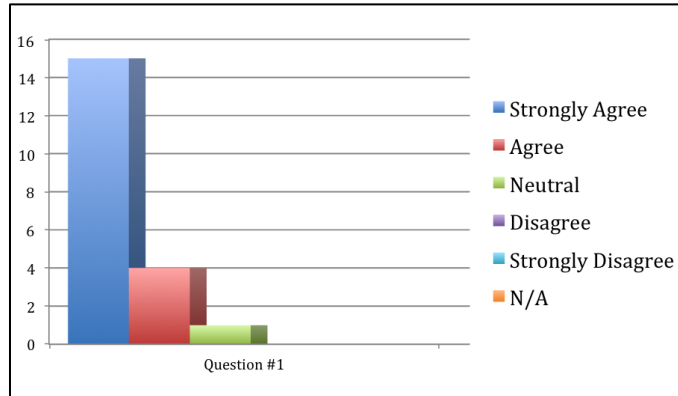
There were 21 Evaluators/Raters that were invited to participate; 10 responded and were interviewed for approximately 30 minutes each.

Questions asked included...

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

Question #1: Demonstrates integrity – 4.7

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



Summary of Positive Comments

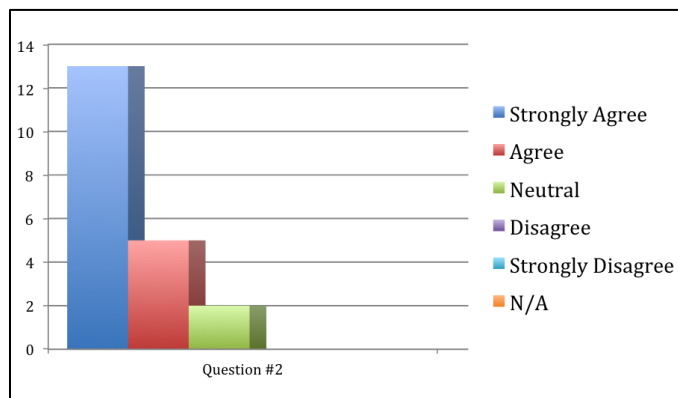
Stéphane demonstrated his integrity during the interventions he facilitated or helped to facilitate. During a situation involving conflict of interest, his integrity caused him to quickly recuse himself, and he was not even present during discussions about the candidate in question. Stéphane always demonstrates sound values and ethical principles. He is not prone to imposing his views on other members.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #2: Participates in an open and honest manner – 4.6

Strongly Agree = 13
Agree = 5
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

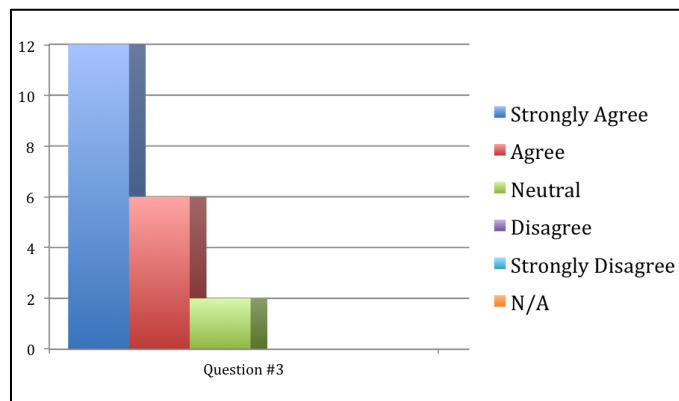
Stéphane is very honest and open. He is quite straight-forward and candid in his positions and opinions, but he does not attempt to influence other NomCom members regarding his personal preferences. Stéphane provided guidance to Committee members in an open and honest way.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #3: Demonstrates good judgment – 4.5

Strongly Agree = 12
Agree = 6
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

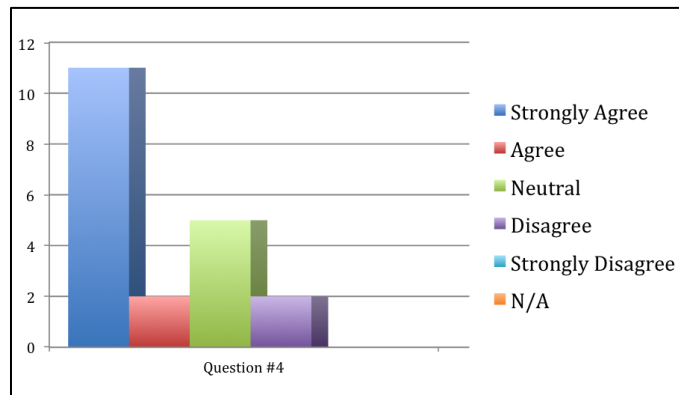
Stéphane is very knowledgeable, he has excellent leadership skills and he uses good judgment. He tries to find a way forward through consensus in discussions.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #4: Effectively uses influence in an appropriate manner – 4.1

Strongly Agree = 11
Agree = 2
Neutral = 5
Disagree = 2
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

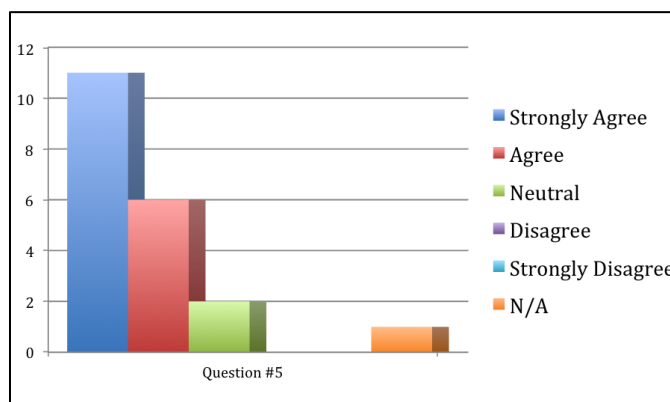
Stéphane has a very strong personality. Though he provides guidance, he does not try to influence members. Stéphane uses his influence more for ensuring the appropriate progress and alignment of the NomCom, rather than voicing his own personal preferences.

Summary of Responses Indicating Need for Improvement

Stéphane failed to attend several calls and meetings. This tended to lessen his influence on the Committee.

Question #5: Is an effective leader – 4.5

Strongly Agree = 11
Agree = 6
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments

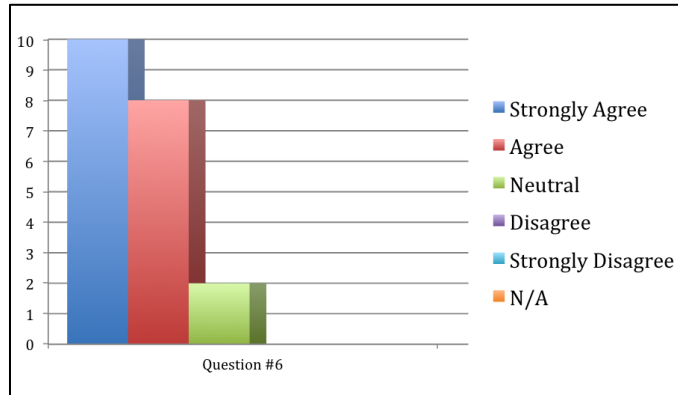
Stéphane showed his leadership skills throughout the year, by convincing the group that it would be beneficial to follow his advice. He provided excellent advice and counsel, due to his past experience as NomCom Chair.

Summary of Responses Indicating Need for Improvement

Had Stéphane participated more fully at the selection meeting in Johannesburg, he would have been more effective as a leader.

Question #6: Is a good listener – 4.4

Strongly Agree = 10
Agree = 8
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

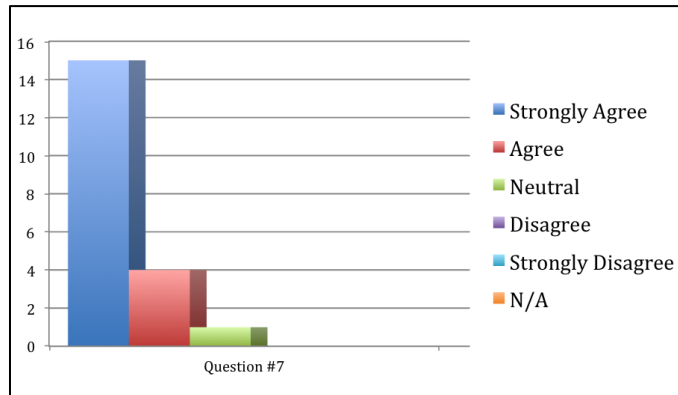
Stéphane gives others time to speak and listens carefully. He follows closely what others are saying and has a clear understanding of what they mean.

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

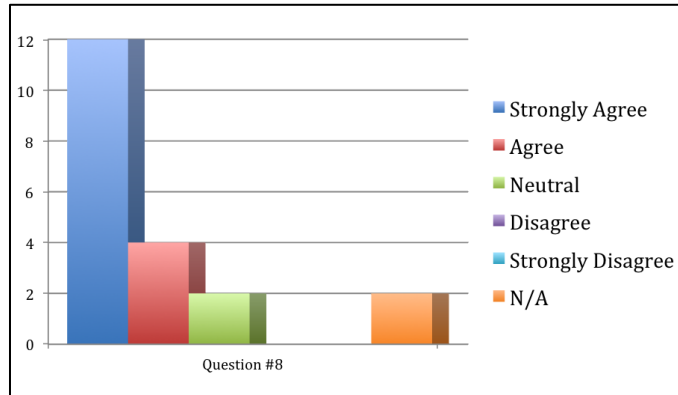
Stéphane is always courteous and very respectful of others. Thus, he commands respect as well.

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 – 4.6

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



Summary of Positive Comments

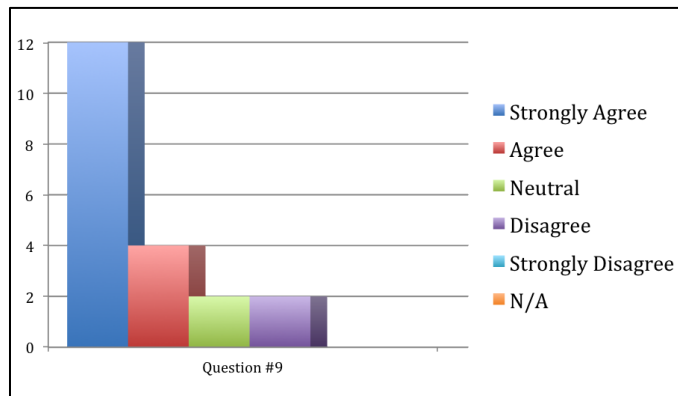
Stéphane is a stickler for deadlines. He is quite focused on rules and procedures. Stéphane’s planning, along with that of the leadership team, ensures deadlines are met.

Summary of Responses Indicating Need for Improvement

At times, Stéphane seemed to leave the responsibility of meeting deadlines to the Chair and Chair-Elect.

Question #9: Demonstrates impartiality and neutrality – 4.3

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



Summary of Positive Comments

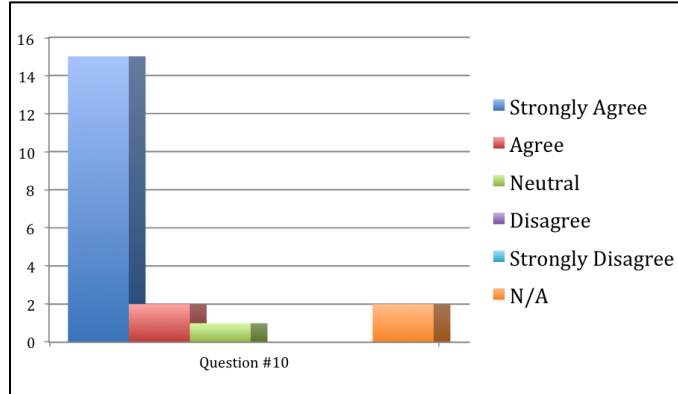
Stéphane tries very hard to be impartial and neutral, and has succeeded throughout the process.

Summary of Responses Indicating Need for Improvement

Sometimes Stéphane voices his opinions rather forcefully.

Question #10: Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO – 4.8

Strongly Agree = 15
 Agree = 2
 Neutral = 1
 Disagree = 0
 Strongly Disagree = 0
 N/A = 2



Summary of Positive Comments

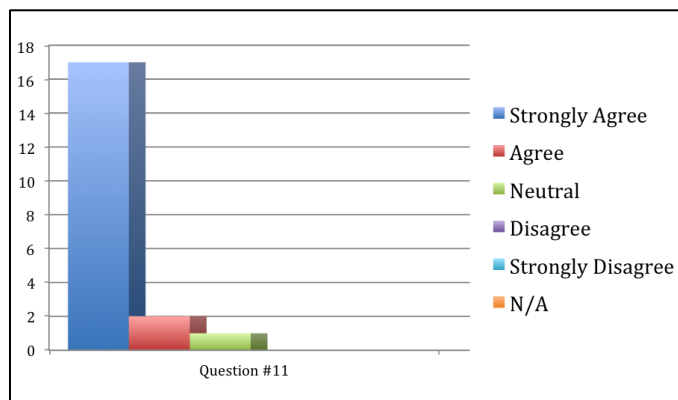
Stéphane has been involved with ICANN and the NomCom for quite a long time. Thus, he has a very good understanding of the many candidate requirements. Stéphane “gets it”.

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 – 4.8

Strongly Agree = 17
 Agree = 2
 Neutral = 1
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments

Stéphane has been associated with ICANN and the NomCom long enough for him to understand these criteria, and he has demonstrated this understanding during his interventions.

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, in view of his...
 - 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 many of those in the written Survey.

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

Positive...

Stéphane did a great job as an advisor to the Chair. His leadership style is informal, but he is quite direct and to-the-point when dealing with people. Other words describing Stéphane’s leadership style are: structured, disciplined, focused, non-biased, involved and mission-directed. In addition, he is diplomatic, fair, respectful and sensitive with people. In particular, he is compassionate and patient, and he devotes the needed time to those whose first language is not English. Stéphane is very much a consensus builder, encouraging participation by all. He is quite good at establishing relationships and moderating tensions. He is a very likeable fellow.

Areas for Improvement/Development...

There were no comments.

Management Style (how he manages projects and issues):

Positive...

Stéphane has definite views on what should be done and how to do it. He is excellent at – even insistent upon – meeting timelines and mandates. He sets an agenda and then goes for it. On occasion, he would leave a meeting, to not skew a discussion about a certain person. Stéphane is a good administrator and has supported the Chair quite well. He has been an excellent mentor for Hans Petter.

Areas for Improvement/Development...

Stéphane can be a bit too authoritative, which can shut-down debate.

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

Positive...

Stéphane is quite energetic and moves things along. He easily remembers details. Stéphane is quite open to new ideas, and very much thinks about the long-term. He is a very good listener and facilitator of meetings.

Areas for Improvement/Development...

Stéphane could be a bit more patient – sometimes he is too insistent.

ICANN Nominating Committee Leadership 360 Evaluations – 2017 Stéphane Van Gelder

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
49.8	4.7	4.6	4.5	4.1	4.5	4.4	4.7	4.6	4.3	4.8	4.8

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.