



ICANN NOMCOM 360° LEADERSHIP EVALUATIONS REPORT FOR ZAHID JAMIL

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-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 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 = **50.7**

Strongly Agree = 142

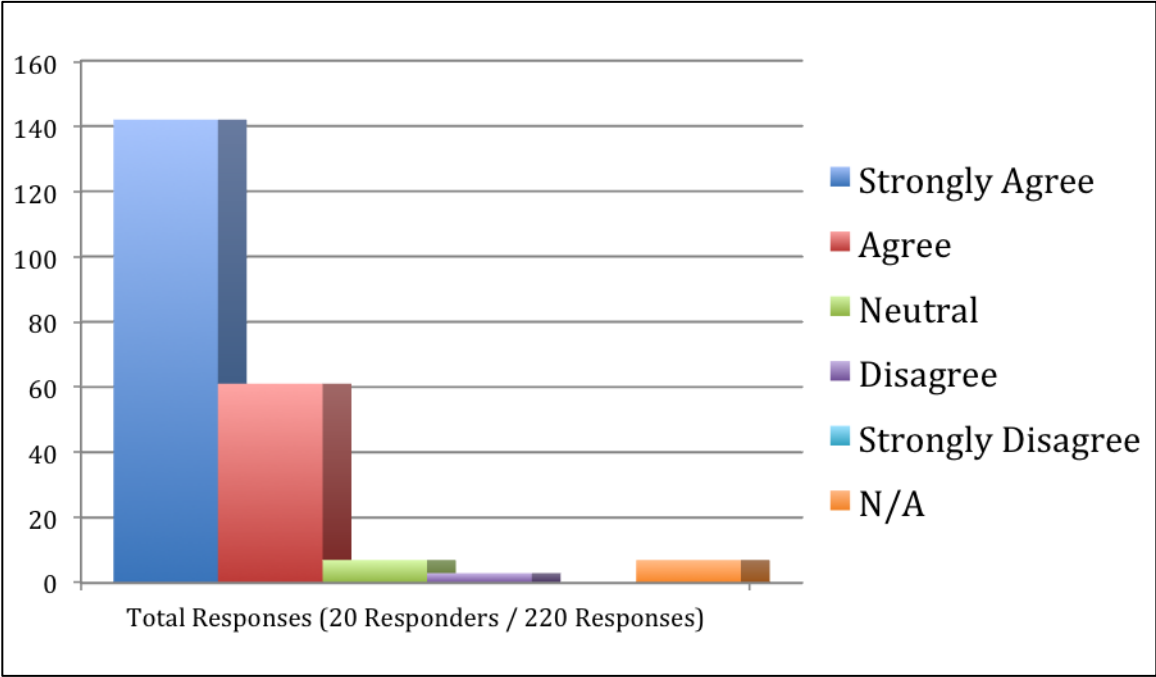
Agree = 61

Neutral = 7

Disagree = 3

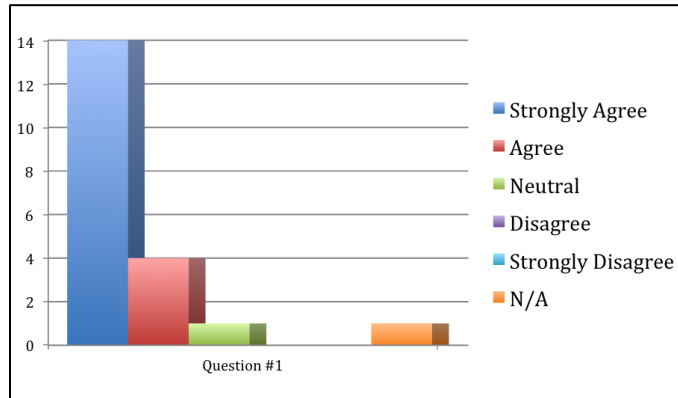
Strongly Disagree = 0

N/A = 7



Question #1: Demonstrates integrity – 4.7

Strongly Agree = 14
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments

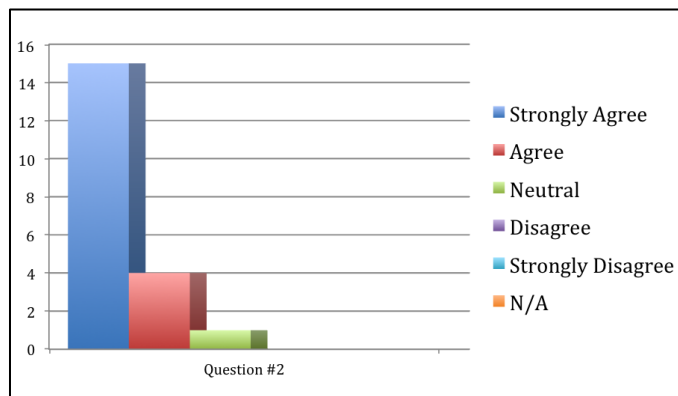
Zahid has strong moral and ethical standards, with a clear understanding of what is right and wrong. He is a man of principle, who is very honest and trustworthy. Zahid is quite concerned about the integrity of the NomCom process. His legal background as a lawyer has been quite valuable, as have his analytical skills and due process experience. Zahid is consistent and fair – and he keeps his word. He is a good leader.

Summary of Responses Indicating Need for Improvement

Sometimes he voices his own preferences on selections, in ways that seem inappropriate.

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

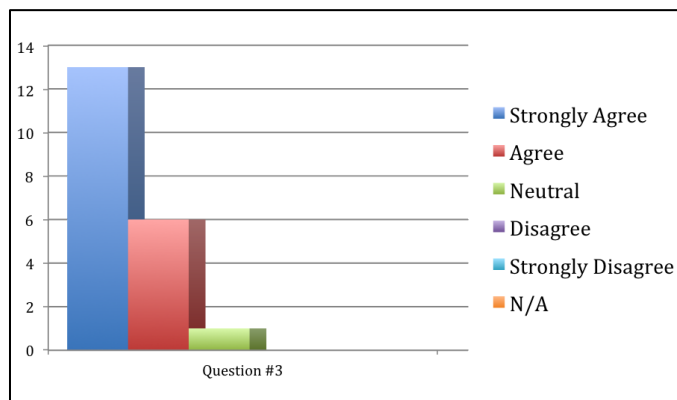
When facilitating meetings, Zahid was always helpful in his comments and fair in his rulings/decisions. He is always open and transparent, presenting his thinking in a clear and honest way. Zahid does not voice his own personal preferences, nor does he attempt to influence other NomCom members.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #3: Demonstrates good judgment – 4.6

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



Summary of Positive Comments

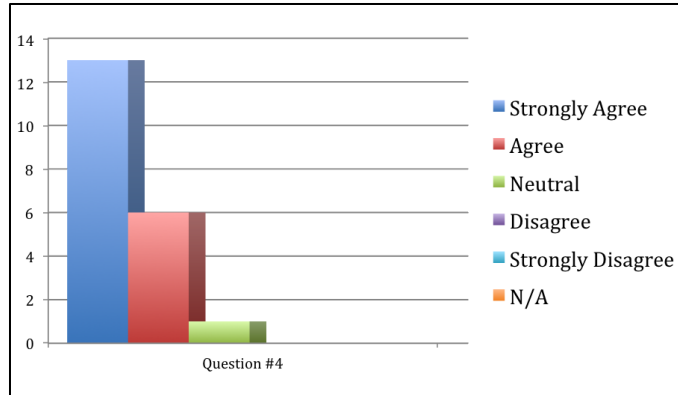
Zahid is a natural leader, with good judgment and analytical skills – one to whom others look for advice and counsel. On the few occasions in which a conflict might have occurred, his intervention effectively avoided any problems. Zahid managed his leadership duties, and those as member, in an admirable way. He always helps others through his considerable experience.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #4: Effectively uses influence in an appropriate manner – 4.6

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



Summary of Positive Comments

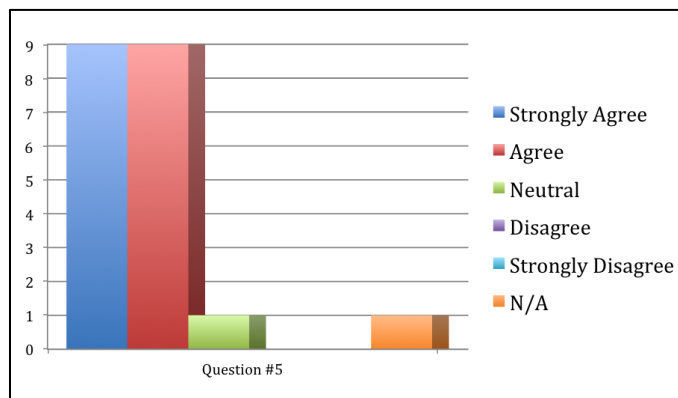
Zahid has used his influence only on those occasions in which it was helpful in maintaining discussions within established objectives and boundaries. He is quite aware of what he should say and do to assist in discussions. Zahid provides good examples and analogies. He tries to steer discussions in the appropriate direction.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #5: Is an effective leader – 4.4

Strongly Agree = 9
Agree = 9
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments

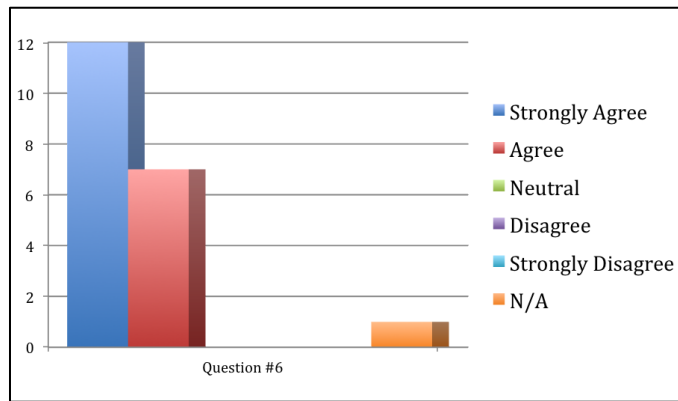
As the Chair-Elect, Zahid has worked with the Chair seamlessly and effectively. Based on his several interventions, he will be an excellent leader as he moves along. Zahid's growth was quite visible from his rather tentative beginnings to confidence in handling himself and the group. He did a fine job of balancing the dynamics of Chair-Elect with the Chair.

Summary of Responses Indicating Need for Improvement

This year was less well organized than last year.

Question #6: Is a good listener – 4.6

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



Summary of Positive Comments

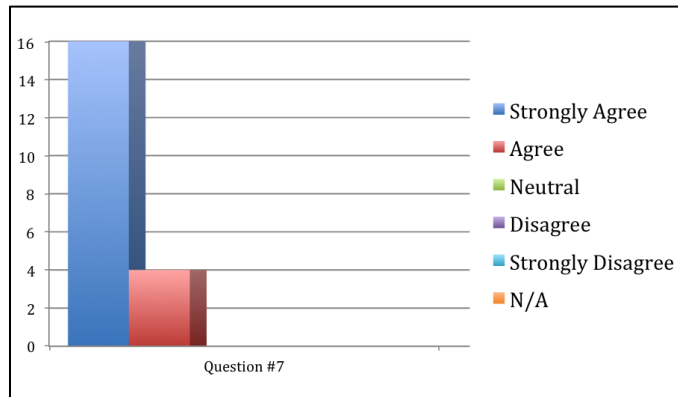
Zahid allows everyone to speak, and takes the time to listen carefully to all opinions. He tries hard to understand everyone, asking questions when things are not clear.

Summary of Responses Indicating Need for Improvement

There were no comments or suggestions.

Question #7: Individual treats others with respect – 4.8

Strongly Agree = 16
Agree = 4
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

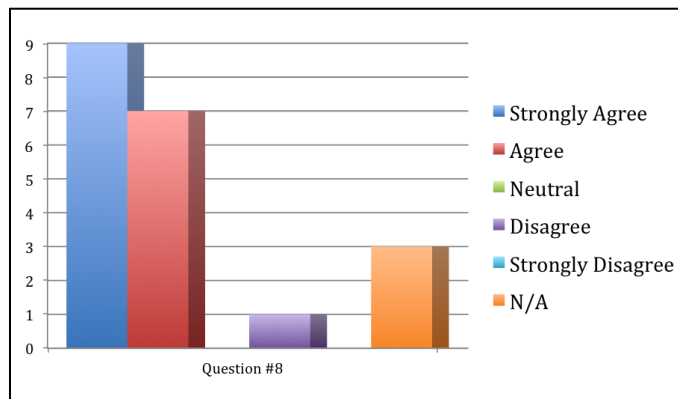
Zahid is very respectful of others and well mannered. Therefore, he is respected by others in return. His respectfulness was demonstrated throughout the process.

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 – 4.4

Strongly Agree = 9
Agree = 7
Neutral = 0
Disagree = 1
Strongly Disagree = 0
N/A = 3



Summary of Positive Comments

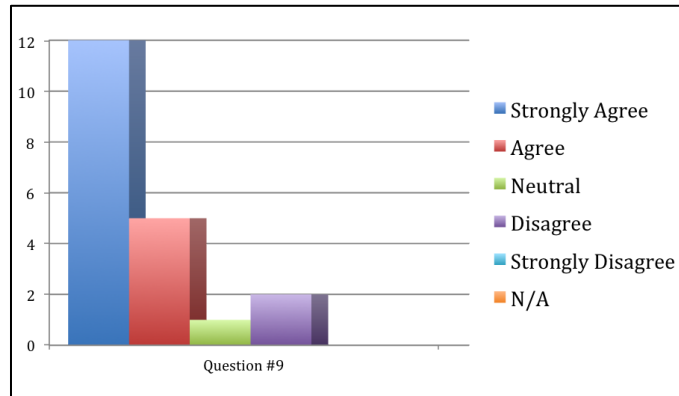
Together with the rest of the leadership team, Zahid takes responsibility for timelines, as well as for good planning and execution. He was quite active in ensuring that the Committee followed the schedule.

Summary of Responses Indicating Need for Improvement

Deadlines were missed, decisions were made with no quorums and some people did not do their “deep dives” (drill down) about issues on-time.

Question #9: Demonstrates impartiality and neutrality – 4.4

Strongly Agree = 12
Agree = 5
Neutral = 1
Disagree = 2
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

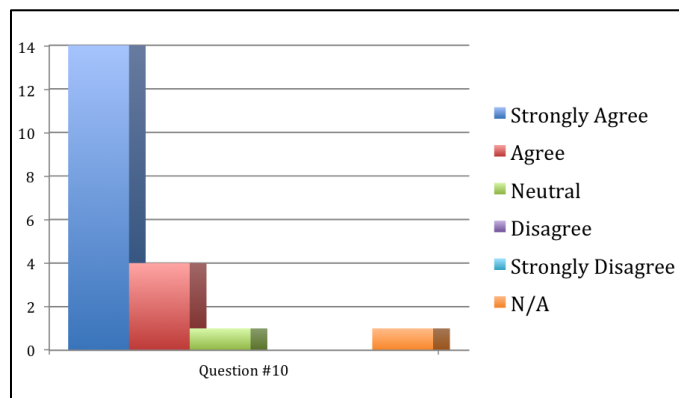
The Committee witnessed Zahid’s impartiality and neutrality in meetings throughout the year. He clearly adhered to ethical norms, which were demonstrated throughout the process. He always tried to be objective in his comments.

Summary of Responses Indicating Need for Improvement

Zahid voiced his own preferences on selections, which seemed inappropriate.

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 = 14
Agree = 4
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments

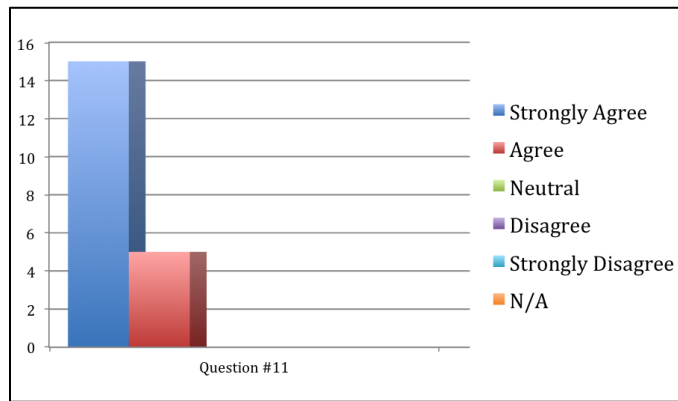
Due to his long experience in the ICANN structure, Zahid is a knowledgeable and valuable person.

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 = 15
Agree = 5
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments

Zahid's long tenure at ICANN and within the NomCom has given him a clear understanding of the requirements for the different positions involved. He is very knowledgeable in this area.

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...

Zahid is very professional, but approachable, and he spends as much time as needed listening to members. He’s an excellent leader, who is fair, polite, dedicated, devoted, involved and respectful of others. He’s a good delegator. Zahid is a consensus builder who is not a micro-manager. He articulates goals and objectives well. He’s a very likeable, compassionate and agreeable leader, who is able to get along with most anyone. Zahid is quite sensitive to cultural issues. He is an easy person with whom to talk, he expresses himself very well and he follows established processes. He is attuned to the budget, timelines and mandates, and he maintains an overview of where the group is going and how to get there. He is an excellent facilitator and a very good Chair.

Areas for Improvement/Development...

Zahid spends too much time explaining things.

Management Style (how he manages projects and issues):

Positive...

Zahid is very smart. He is forward thinking, has good ideas and provides excellent advice. He brings much experience to the NomCom – in part due to his legal background. As a lawyer, he is able to help resolve conflicts of interest. Zahid intervenes effectively, particularly regarding legal issues. He guides the group well, in terms of staying on-target with goals and within agreed-upon structures. Zahid focuses on best practices, and facilitates accordingly.

Areas for Improvement/Development...

Zahid gets into too much detail. He tends not to be neutral – rather, he pushes for certain issues and particular candidates. The entire process has run too slowly.

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

Positive...

Zahid is attentive and is a good listener, and he's very careful about not influencing others' opinions. He is non-judgmental and encourages input from others.

Areas for Improvement/Development...

There were no comments.

ICANN Nominating Committee Leadership 360 Evaluations – 2017 Zahid Jamil

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
50.7	4.7	4.7	4.6	4.6	4.4	4.6	4.8	4.4	4.4	4.7	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.