Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR ZAHID JAMIL SUMMARY OF COMMENTS

Evaluation Conducted in July, 2019

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR ZAHID JAMIL (ASSOCIATE CHAIR)

METHODOLOGY OVERVIEW

The following Summary expresses the opinions of individuals asked to participate in an on-line Evaluation 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 Evaluation was conducted during the month of July, 2019.

Methodology of the Evaluation

There were two parts to the Evaluation…

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

<u>The Written Evaluation</u>

The questions in the Written Evaluation 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. Treats others with respect.
8. Takes responsibility and is accountable for ensuring that 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 Evaluation 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 20 Evaluators/Raters that were invited to participate in this NomCom Leadership Evaluation; 19 responded and submitted a completed questionnaire.

The Telephone/Skype Call

> Evaluators/Raters
>
>> There were 19 Evaluators/Raters that were invited to participate; 12 responded and were interviewed for approximately 45 minutes each.

> Questions asked included…
>
> 1. Please expand on your responses to the 11 questions in the Written Evaluation questionnaire.

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

    a. *Planning Style* ("how" he plans meetings, projects, etc.).
    b. *Implementation Style* ("how" he implements meetings and projects he has planned).
    c. *Follow-Up Style* ("how" he compares results of finished meetings or projects with what was planned, often based on the need that caused the planning process).
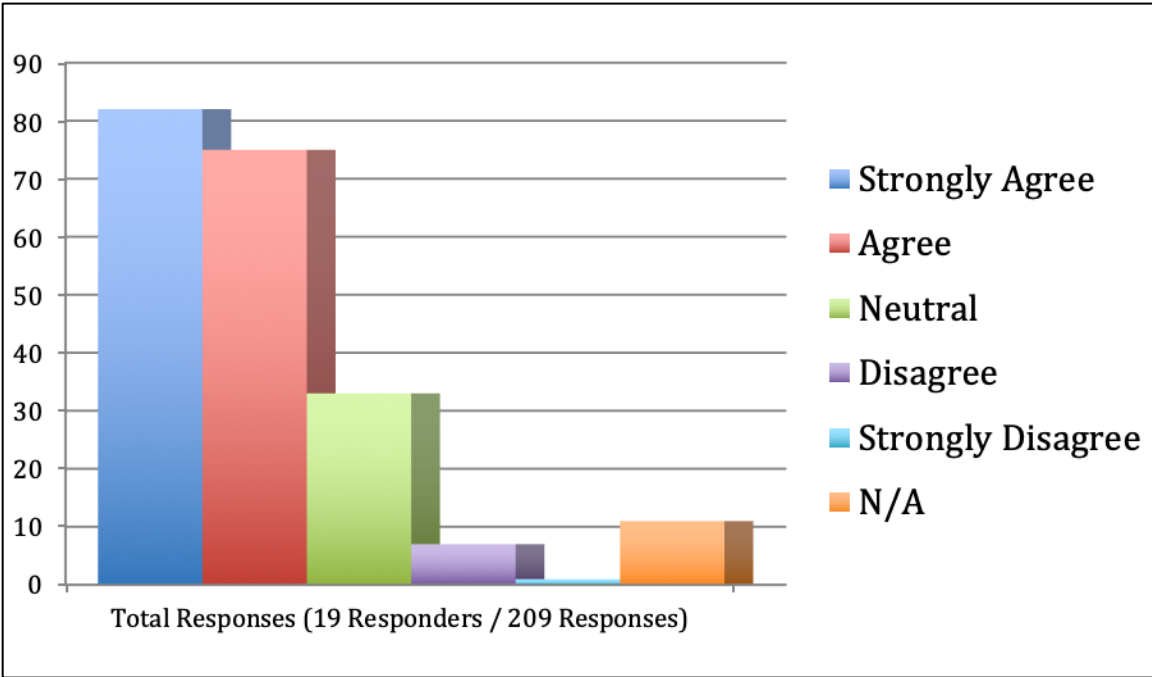
In addition, each interviewee was invited to elaborate on any other relevant topic.

### RESULTS FROM THE WRITTEN EVALUATION

All questions Summary ratings:
    Total Average = **45.7**

Strongly Agree = 82	Disagree = 7
Agree = 75	Strongly Disagree = 1
Neutral = 33	N/A = 11

Total Responses (19 Responders / 209 Responses)

Legend: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, N/A

Question #1: Demonstrates integrity – 4.2

Strongly Agree = 8
Agree = 6
Neutral = 4
Disagree = 0
Strongly Disagree = 0
N/A = 1
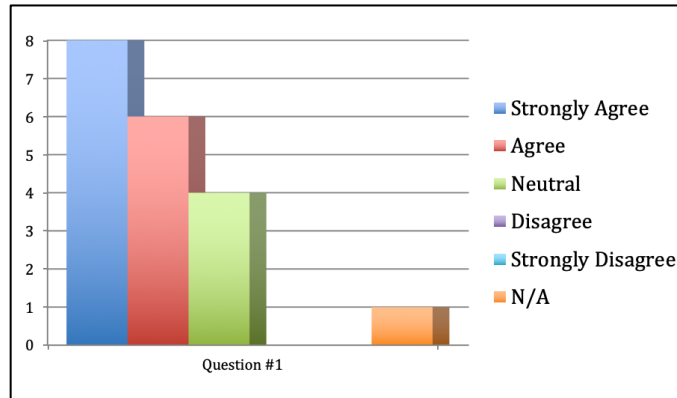
Summary of Positive Comments
> Zahid has demonstrated integrity by his honest and open leadership for the team in terms of his communication, advocacy and continued engagement with the Members, staff and community. His rigor and sincerity ensured that the NomCom's work was done well, more effectively and efficiently. His integrity allowed Members to trust him as a leader. Zahid is a very qualified lawyer, and is quite effective at facilitating groups. His legal background and his knowledge of the ICANN and NomCom Bylaws helped to guide Zahid at all times. He was quite diligent in ensuring that the NomCom followed procedures consistently with regard to all candidates and positions. He spoke up when needed to keep the Committee on-track, and when Members strayed from what is fair or reasonable. He did not try to influence any voting, and treated all candidates the same.

Summary of Responses Indicating Need for Improvement
> This year, Zahid apparently decided to be involved in a minimal way, and at times was completely absent from proceedings. He seems to find it difficult to remain neutral and objective regarding the evaluation of candidates. He was seen speaking strongly to a Member regarding voting choices, which could "taint", or color, any interventions made – this was uncalled-for behavior.

Question #2: Participates in an open and honest manner – 4.1

Strongly Agree = 7
Agree = 6
Neutral = 5
Disagree = 0
Strongly Disagree = 0
N/A = 1
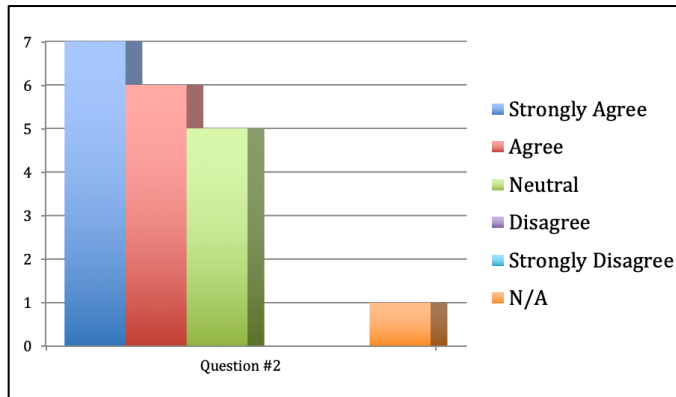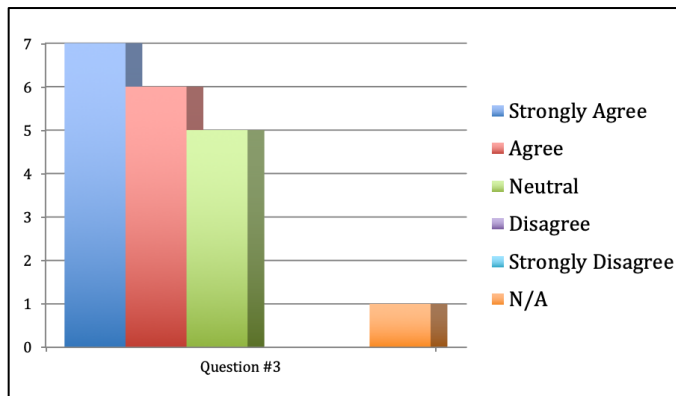
Summary of Positive Comments
  Zahid has been transparent throughout his time with the NomCom.
  During meetings and discussions, his responses to questions, or
  suggestions, were open, honest, consistent and solutions-oriented.
  Members were comfortable approaching him with questions and for
  guidance when they felt challenged – and they valued this. There
  seemed no reason to question his motives or judgment.

Summary of Responses Indicating Need for Improvement
  It appeared Zahid had some "hidden agendas" and biases. He
  interjected himself into decision-making much more than others on
  the Leadership Team. His comments about specific candidates
  may have shifted some votes in a way that was inappropriate.

Question #3: Demonstrates good judgment – 4.1

Strongly Agree = 7
Agree = 6
Neutral = 5
Disagree = 0
Strongly Disagree = 0
N/A = 1

Summary of Positive Comments
As Associate Chair, Zahid was very aware and balanced in his contributions, while respecting the lead of the current Chair and Chair-Elect. During discussions in which there was considerable disagreement, Zahid kept a cool head and provided appropriate advice and perspective.

Summary of Responses Indicating Need for Improvement
On occasion, Zahid would advocate for certain candidates, which is inappropriate behavior for leadership. When he acted as Chair, there were times when he simply did not "show-up" or participate (perhaps unconsciously).

Question #4: Effectively uses influence in an appropriate manner – 3.8

Strongly Agree = 5
Agree = 7
Neutral = 5
Disagree = 0
Strongly Disagree = 1
N/A = 1
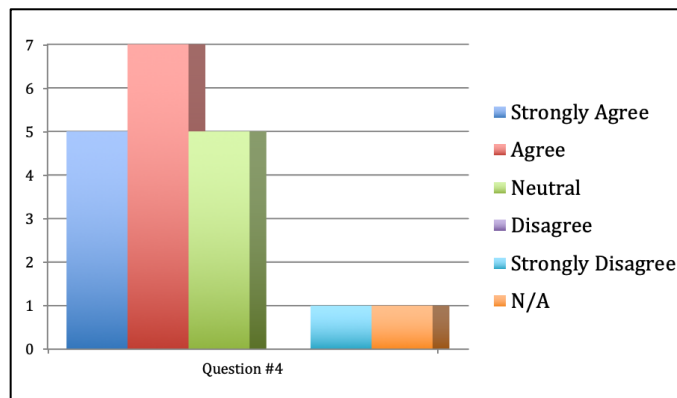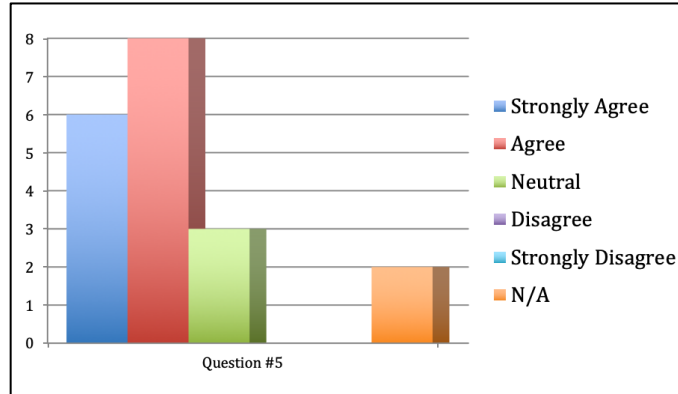

Summary of Positive Comments
Zahid provided advice and perspective, but he was quite circumspect about not trying to influence NomCom actions. He steered the Committee discussions appropriately, and he provided advice to leadership throughout the process. Zahid never over-reached, and clearly he communicated directly about an issue or question. The changes Zahid implemented last year have continued to make processes and work more effective and efficient – and all have been due to his effectively using his influence appropriately.

Summary of Responses Indicating Need for Improvement
Occasionally, Zahid was "close to the line" on the issue of his using influence. He interjected himself into candidate selection discussions far more than the other leaders – resulting in some decisions "going the other way".

Question #5: Is an effective leader – 4.2

Strongly Agree = 6
Agree = 8
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 2

Summary of Positive Comments
> In his role as Associate Chair, Zahid provided sound advice to Leadership and the Members. He has global experience and is supportive and inclusive. He is a great communicator, super smart, a quick thinker, solutions oriented, fun, trustworthy, committed and he always goes "the extra mile".

Summary of Responses Indicating Need for Improvement
> Some Members didn't like his style – he can lose his "cool" and on occasion, he can be abrupt with other people. Sometimes his forcefulness created too much drama.

Question #6: Is a good listener – 4.1

Strongly Agree = 6
Agree = 8
Neutral = 3
Disagree = 1
Strongly Disagree = 0
N/A = 1
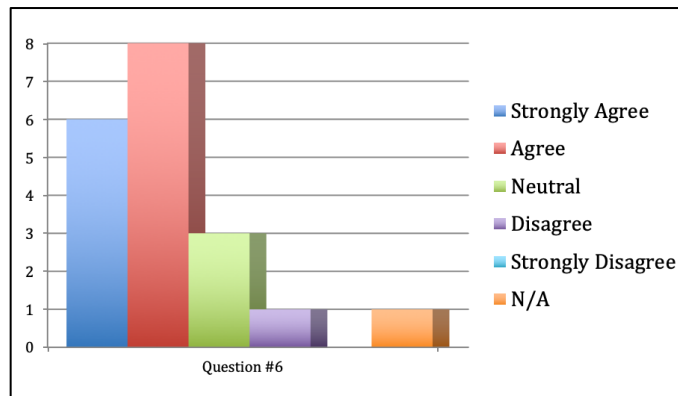
Summary of Positive Comments

> Zahid actively solicited ideas and opinions from other NomCom Members. He was able to "take the temperature of the room", and then react accordingly. He's a good communicator and listener. When situations were either too confusing or otherwise unclear, he was able to re-phrase a communication for the Members. He asked questions to enlist thought, which then led to consensus for a decision. He always made time to listen intently to others, discuss issues with them, and then provide guidance.

Summary of Responses Indicating Need for Improvement

> As Associate Chair, his participation was spotty. At times, he could be "short" with people, and not listen when perhaps he should have done so.

Question #7: Treats others with respect – 4.3

Strongly Agree = 6
Agree = 10
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 2
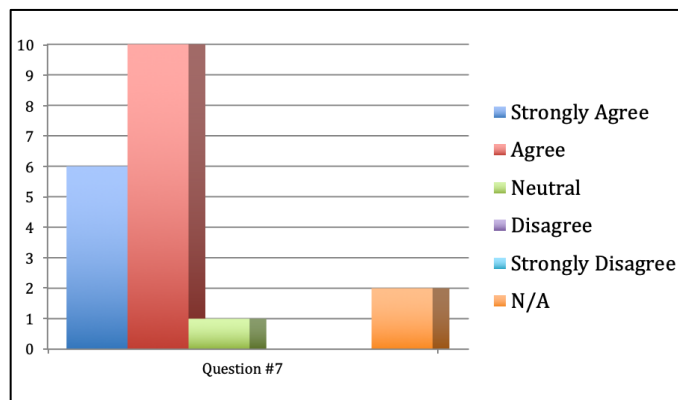
Summary of Positive Comments

> Zahid showed respect for those who played by the rules. He tried hard to resolve conflicts and to encourage Members to follow the agreed-upon rules. He showed respect by listening to others, as well as by being mindful of Bylaws and diversity requirements. He made time for and engaged with all Members, and respected their opinions.

Summary of Responses Indicating Need for Improvement

> Zahid could be "curt" with others, and push at times. Sometimes he showed bias.

Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 3.8

Strongly Agree = 5
Agree = 7
Neutral = 4
Disagree = 2
Strongly Disagree = 0
N/A = 1
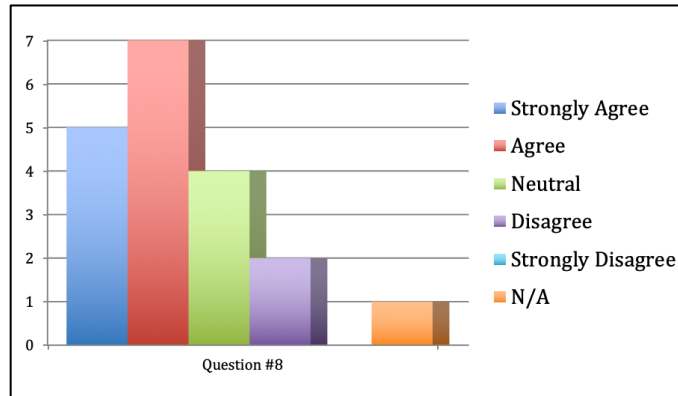
Summary of Positive Comments
> Within his role, he appropriately helped to keep the organization on-task. He helped to ensure good timekeeping for the work of the group.

Summary of Responses Indicating Need for Improvement
> From a timing perspective, Zahid sometimes seemed to have other conflicting priorities. In his role as Associate Chair, he did not participate much – he left most of this responsibility to Damon and to others, from whom he asked for help. Zahid did not show sufficient involvement or commitment in the latter stages of the Committee's work.

Question #9: Demonstrates impartiality and neutrality – 3.7

Strongly Agree = 5
Agree = 6
Neutral = 3
Disagree = 4
Strongly Disagree = 0
N/A = 1
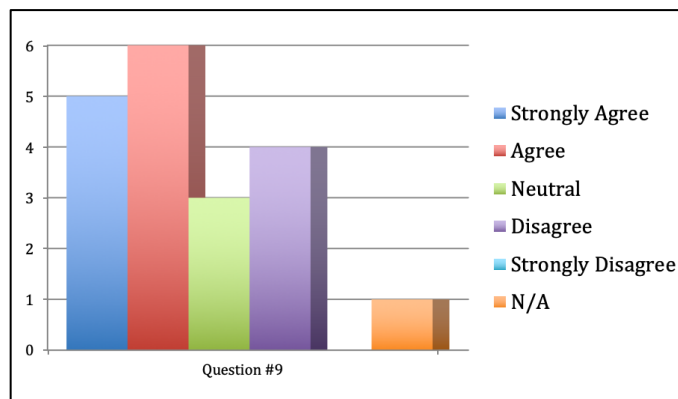
Summary of Positive Comments
   When Zahid offered guidance, he clearly tried to keep people fair, thoughtful and on-track. He allowed Members to make decisions, without undue influence. His communications suggestions and ideas were inclusive for all Members. He remained neutral and impartial in all discussions in which he participated.

Summary of Responses Indicating Need for Improvement
   On occasion, Zahid would make suggestions that would support specific candidates.

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 = 5
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
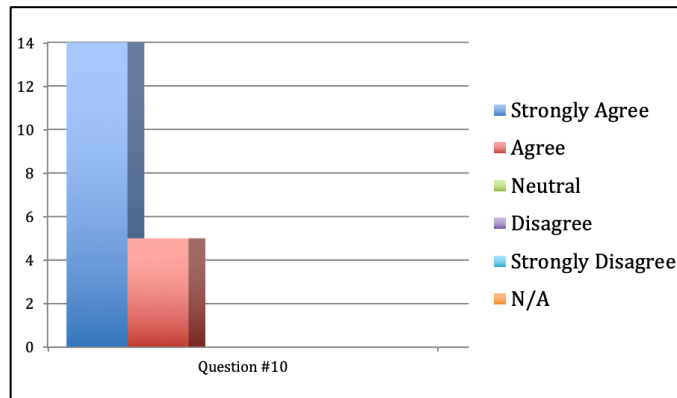
Summary of Positive Comments
   Zahid was very much aware of these values, and communicated them from time to time, when appropriate. He ensured that the NomCom discussed the differing requirements for the various positions, and appropriately applied information about values in discussions. He often advised about selecting the right candidate – to provide value to ICANN.

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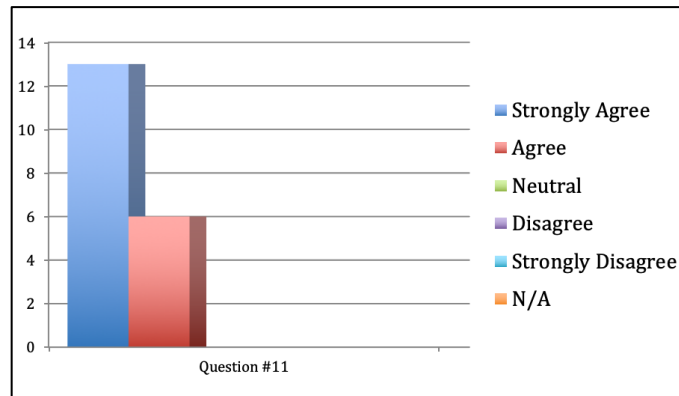N/A = 0

Summary of Positive Comments
> Zahid was clearly a valuable addition to the leadership team this year. His critical insight was helpful and added value to the work of the NomCom. He frequently pointed out applicable criteria.

Summary of Responses Indicating Need for Improvement
> Occasionally, he would discuss geographical criteria in order to favor a particular candidate.

RESULTS FROM THE TELEPHONE/SKYPE CALL

Questions asked included…

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

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

    a. *Planning Style* ("how" he plans meetings, projects, etc.).
    b. *Implementation Style* ("how" he implements meetings and projects he has planned).

  c. *Follow-Up Style* ("how" he compares results of finished meetings or projects with what was planned, often based on the need that caused the planning process).

Verbal comments echoed those in the written NomCom Leadership Evaluation.

Positive Comments
- Zahid has a direct communication style – he "tells it like it is."
- He's a veteran in this digital world.
- A good communicator and very persuasive.
- Highly organized.
- Good legal background.
- Facilitates in a non-dictatorial manner.
- Tried always to keep the group on-task.
- Worked-out grievances and conflicts.
- Concerned about other Members' well-being.
- He listens.
- Has a great historical perspective – very valuable to the NomCom.
- Very committed to NomCom's success.
- Has very much a global outlook.
- A very smart man, who knows how to set goals and then achieve them (he moves mountains!).
- Quite personable.
- A very respected lawyer.
- He has emotional intelligence (he's aware of others' feelings).
- Extremely well-connected – he gets thoughts and ideas about issues from a wide range of people.
- He works well with staff.
- Should be an advisor to future NomComs.
- A great facilitator – he keeps things moving, and keeps everyone on the same page.
- Can be quite humorous (tells good jokes).

Comments Indicating a Need for Improvement
- Injected himself too much into discussions.
- Drove conversation too much.
- Introduced some biases.
- He can be a bit confrontational.
- Moves issues along according to <u>his</u> wants and desires.
- He can be very political, which is inappropriate.
- Can be somewhat autocratic and non-neutral when promoting certain candidates.
- Zahid was absent too much of the time.
- Sometimes, he can become distracted from the bigger picture – often due to existing conflicts.

- He has an excellent understanding of ICANN and its reason for being.
- He "stands-up" for the right way to do things.
- A very strong personality.
- He's a clear asset to the selection process.

Planning Style ("how" he plans meetings, projects, etc.):

Positive Comments…
- Zahid is both a long-term (Strategic) and in-the-moment (Tactical) thinker.
- A great planner – "Let's set the rules & get organized with standards" – very analytical.
- His planning has made the NomCom more effective and efficient in terms of budget, communication, community outreach and the work of sub-committees.
- His planning will be of value for years to come.
- He sets goals and then implements actions to attain them.
- Zahid is able to see the "holes" in projects and their planning.

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

Implementation Style ("how" he implements meetings and projects he has planned):

Positive Comments…
- Ensured consistency of implementation.
- Zahid engages everyone in the implementation of a project – with the opportunity, challenges and solutions.
- He adapts along the way to a goal – achieving the goal by executing/implementing on-time is "all-important".

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

Follow-Up Style ("how" he compares results of finished meetings or projects with what was planned, often based on the need that caused the planning process):

Positive Comments…
- Good analysis of the results (follow-up), based on the original need and the plans to resolve that need.

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

ICANN Nominating Committee Leadership Evaluations – 2019
Zahid Jamil (Associate Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
45.7	4.2	4.1	4.1	3.8	4.2	4.1	4.3	3.8	3.7	4.7	4.7

Meanings of the Rating Scores:

Overall Ratings

The Evaluation provides for a maximum overall 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 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.