



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR OLE JACOBSEN

SUMMARY OF COMMENTS

Evaluation Conducted in June & July, 2022

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR OLE JACOBSEN (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 months of June & July, 2022.

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.

The Written Evaluation

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 18 Evaluators/Raters that were invited to participate in this NomCom Leadership Evaluation; 17 responded and submitted a completed questionnaire.

The Telephone/Skype Call

Evaluators/Raters

There were 18 Evaluators/Raters that were invited to participate, 16 responded and were interviewed for 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 individuals...
 - a. *Management Style* (“how” he/she manages people and projects),
 - b. *Leadership Style* (“how” he/she implements meetings and projects he has planned),
 - c. *Operating Style* (“how” he/she gets things done).

In addition, each interviewee was invited to elaborate on any other relevant topic.

RESULTS FROM THE WRITTEN EVALUATION

All questions Summary ratings: **48.6 out of 55**

Total Average = **4.4 out of 5**

Strongly Agree = 97

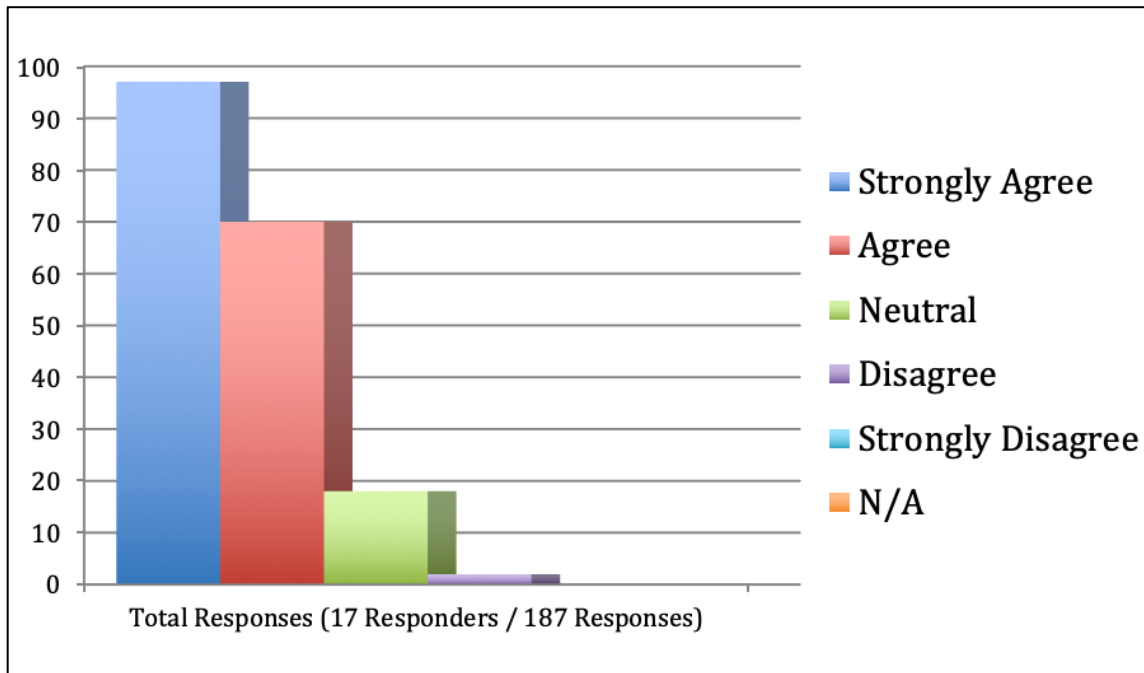
Agree = 70

Neutral = 18

Disagree = 2

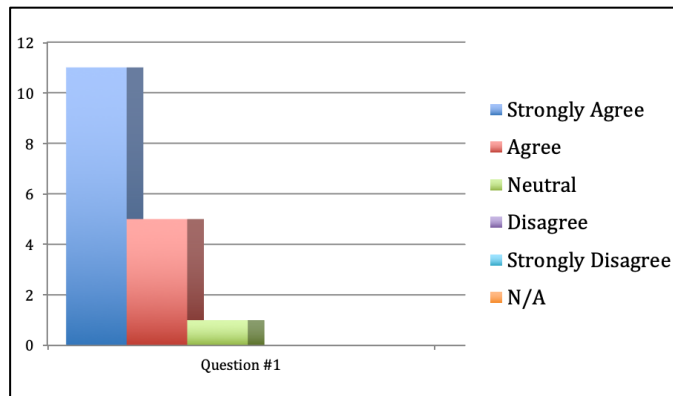
Strongly Disagree = 0

N/A = 0



Question #1: Demonstrates integrity – 4.6

Strongly Agree = 11
 Agree = 5
 Neutral = 1
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments:

Ole always prefaced his NomCom interjections with a disclaimer that he was not trying to sway delegates’ opinions, just providing background or clarification of the rules. As an experienced leader, he often steps into conversations, without any bias and strict objectivity. Ole ensured that concerns of integrity were discussed and he was very open with his reasoning.

Ole has a clear mind related to what is correct. He has experience in leadership from previous years. He maintained a firm position that the NomCom respect its Bylaws. Ole has strong moral principles, and his interventions are consistent with such principles. Ole is honest and he works hard – his ethics are not in any dispute.

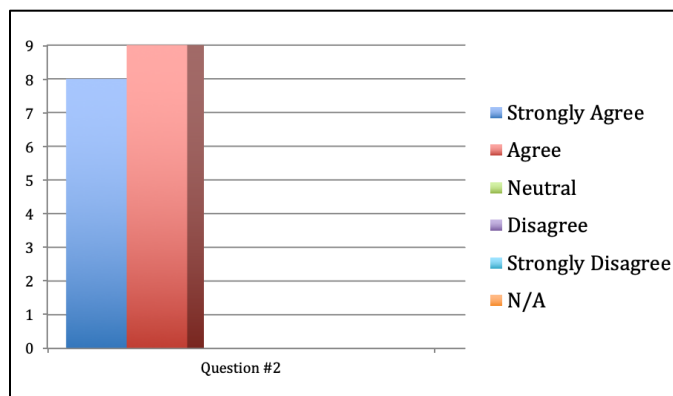
Ole is committed to ensuring the NomCom process is both efficient and effective, while maintaining the highest levels of confidentiality and focus on the goals for the NomCom.

Summary of Responses Indicating Need for Improvement:

Ole does not provide the impression of integrity.

Question #2: Participates in an open and honest manner – 4.5

Strongly Agree = 8
 Agree = 9
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments:

Ole brought a great deal of wisdom to the group, and he was open and honest when he shared. Ole is a “techie” that demonstrates honesty. Ole is straight-to-the-point. He shows kindness to others, and he has educated manners – to make people comfortable (particularly if the person is wrong). He handled his role of Associate Chair quite well.

He has participated in the group fully and with enthusiasm. He has been open and honest throughout the NomCom discussions. Ole intervened only when he felt he must, and he was open to accepting others’ views/opinions.

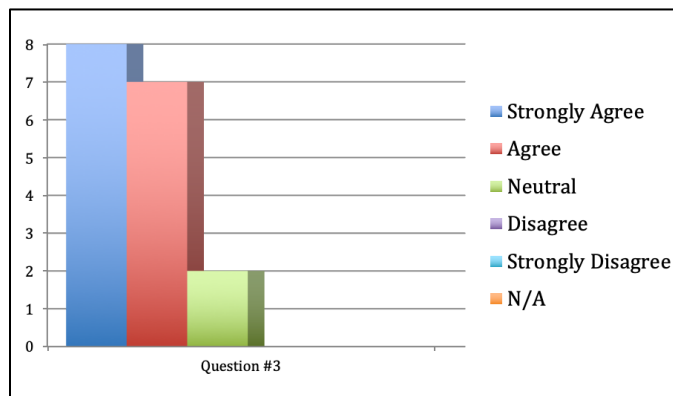
As Associate Chair, Ole provided his interventions and statements only when necessary, but in a helpful, open and honest manner. He clearly noted when his comments were based on NomCom rules, and when they were based on personal observations or experience.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #3: Demonstrates good judgment – 4.4

Strongly Agree = 8
Agree = 7
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Ole has good judgment. No doubt, there were times when Ole might have interjected, but decided not to do so – in order to avoid any perception of impropriety or bias. There were several instances in which Ole brought his experience forward and was able to describe an experience in both great detail and anecdotally. The experiences he shared showed he is very thoughtful with his judgments.

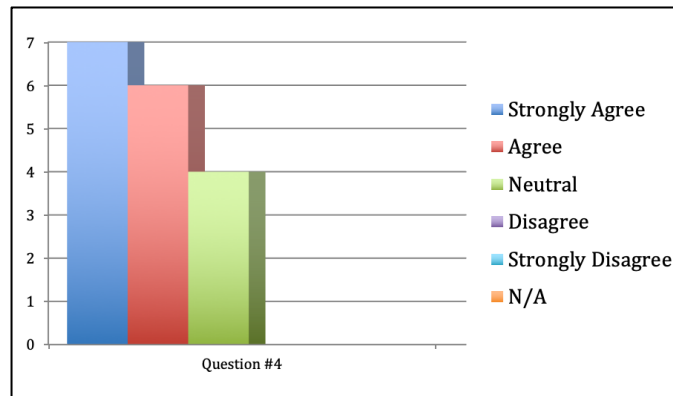
He is experienced, and has balanced views, when it comes to deciding which way is the correct one. He always comes with good answers – indicating a path forward. Ole sets a fine example for us all, through his prior Chair-Elect and Chair roles. His decisions about when to intervene were especially useful and important, and his observations about both candidates and processes were on-point and accurate.

Summary of Responses Indicating Need for Improvement:

At times, Ole talks too much, and that can be seen as trying to influence the group for certain candidates.

Question #4: Effectively uses influence in an appropriate manner – 4.2

Strongly Agree = 7
 Agree = 6
 Neutral = 4
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments:

All members leaned on Ole’s knowledge and advice, and when he spoke, we saw issues through his eyes. During the final selection process, Ole reminded the group, “who and what ICANN will lose” among the candidates – which was very helpful and wise. He assisted the group in getting clarity on certain issues, and thus to make more informed decisions.

Ole limited his interventions to when they were necessary, or when they would be useful. He never attempted to sway opinion of the NomCom, or to express his opinion of candidates – but clearly and helpfully, he noted items for consideration and/or rules by which candidates were to be evaluated.

Overall, he used his influence appropriately.

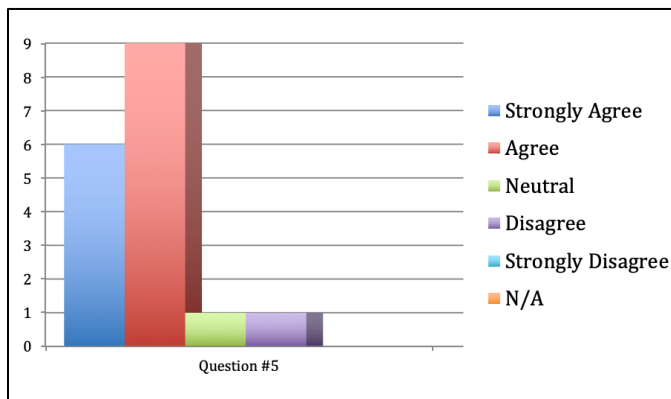
Summary of Responses Indicating Need for Improvement:

At times, Ole would go a bit too far, in that he was seemingly advocating for a candidate. At one decisive point in the process, he tried to suggest that a certain candidate was better than another – this was, however, an opinion and not pressure.

Sometimes, Ole would remain silent, when he could have added some value when addressing his point. On occasion, he would influence and steer the discussion toward another way.

Question #5: Is an effective leader – 4.2

Strongly Agree = 6
Agree = 9
Neutral = 1
Disagree = 1
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

As the Associate Chair, Ole’s role was to share his experience for educating NomCom members about rules or procedures. He did this very well, and he avoided any concerns that he might be influencing deliberations on a specific candidate. Ole’s leadership was apparent, by the way he spoke and presented his thoughts. He was extremely useful as an Associate Chair – he brought-up relevant points during the process.

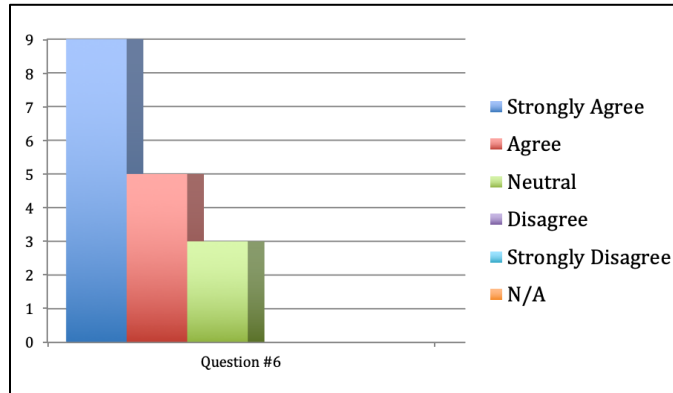
Ole has a very good presence, and he is very knowledgeable about the internet echo system, as well as ICANN – thus, he could carry the NomCom along to a cooperative approach. He is an effective leader, often through not asserting himself. He was helpful in determining when proceedings were getting bogged-down, so the group could move forward.

Summary of Responses Indicating Need for Improvement:

Ole is more of a person who can support all others, than one who leads others.

Question #6: Is a good listener – 4.4

Strongly Agree = 9
Agree = 5
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Ole’s experience with active listening was obvious by his expressions and thoughtful insights. He was always “on his toes” when listening to conversations. He always is paying attention to each person who is speaking. He knows when to intervene and add some valuable comments.

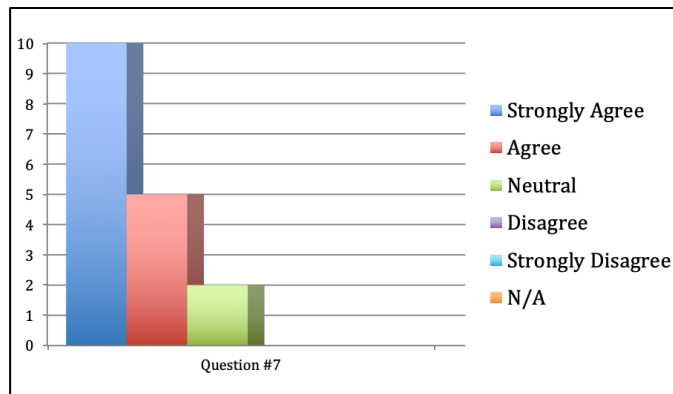
Sometimes it appears that he already understands an opinion, and how it may or may not matter. Ole’s interjections were mostly focused on clarifying rules and procedures – which required him to listen carefully and determine when the NomCom might be straying inappropriately.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #7: Treats others with respect – 4.5

Strongly Agree = 10
Agree = 5
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

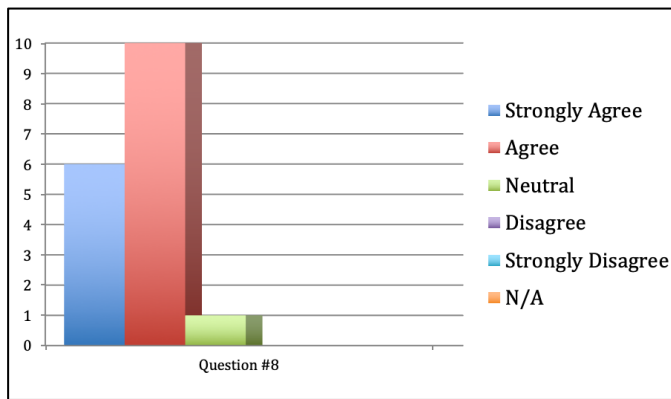
Ole was very respectful of everyone at all times – members and applicants. His behavior was respectful to all. Ole respects all opinions. He is an educated person, who shows strong respect to all.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 4.3

Strongly Agree = 6
Agree = 10
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Ole does his best to ensure timelines are met without deviation. He made suggestions for re-positioning discussion points, when he thought it would be more effective with regard to time. Ole could be counted on to describe the correct process for any given phase.

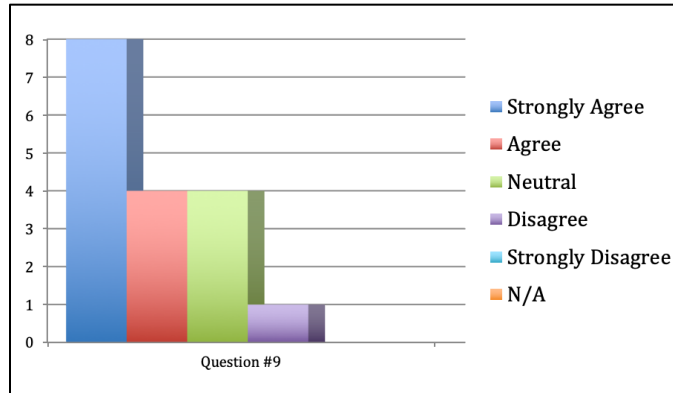
He always supported leadership and alerted everyone when the group was required to meet timelines. Ole was helpful in ensuring the group maintained a good flow and completed the work in a timely manner.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #9: Demonstrates impartiality and neutrality – 4.1

Strongly Agree = 8
Agree = 4
Neutral = 4
Disagree = 1
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

While Ole often shared his opinions, he remained open to change. He is a very neutral person. His submissions do not favor any applicants, but provide clarity on issues – with regard to the process and ICANN.

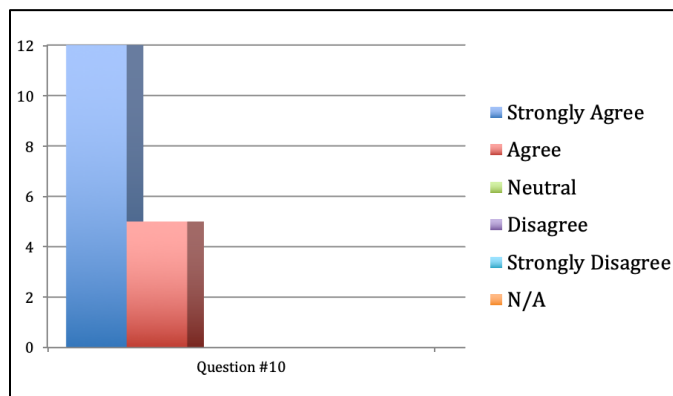
He is a very balanced person, never indicating any partiality, and always analyzing and bringing forth points for consideration. He provided useful, unbiased information to the NomCom during the process. His experience and insight showed.

Summary of Responses Indicating Need for Improvement:

There was a clear example of Ole expressing views in favor of a candidate.

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



Summary of Positive Comments:

This is a major responsibility of the Associate Chair. Ole is knowledgeable about and understands the values a NomCom appointee brings to the ICANN leadership. ICANN will lose a great deal if the NomCom does not select certain candidates.

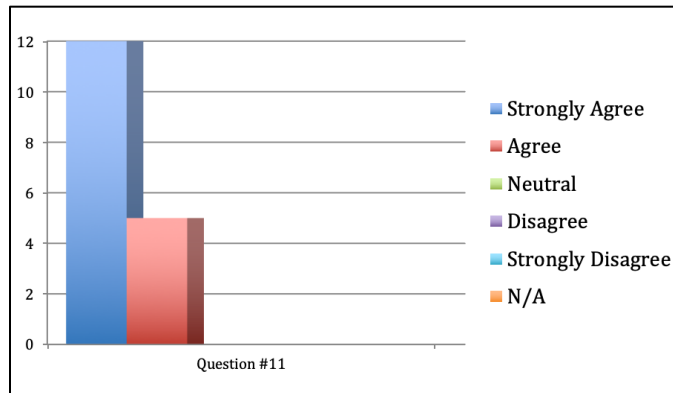
Ole’s experience allowed him to make many insightful comments – thus allowing less senior Members to identify where their knowledge could be improved. Ole has been very helpful, with his long history and knowledge of positions within ICANN. He also is helpful in identifying where Leadership could use additional information and understanding.

Summary of Responses Indicating Need for Improvement:

There were no comments.

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



Summary of Positive Comments:

Ole has been through this process before – he understands ICANN and often has provided excellent thinking/explanations. He has ‘ticked all the boxes’. Ole’s knowledge has been instrumental in the NomCom’s ability to make difficult selection decisions. He has a good understanding due to his long stint as a NomCom Member, as well as 3 years at Leadership.

Summary of Responses Indicating Need for Improvement:

There were no comments.

RESULTS FROM THE TELEPHONE/SKYPE CALL

Questions asked included...

1. Please expand on your responses to the 11 questions in the Written Evaluation questionnaire.
 - Verbal comments echoed those in the written NomCom Leadership Evaluation.
2. Please provide any other thoughts about the person being rated and/or issues involving the individuals...
 - a. *Leadership Style* (“how” he/she leads people and teams),
 - b. *Management Style* (“how” he/she manages projects and processes),
 - c. *Operating Style* (“how” he/she gets things done).

***Leadership Style* (“how” he/she leads people and teams):**

Positive Comments...

- Ole does a good job in his Leadership role.
- He clearly knows “the process”.
- He is not regionally partisan.
- As a leader, Ole has the appropriate vision, knows the “process”, is an excellent contributor and has a good attendance record (he misses nothing).
- Due to his long experience with ICANN, he usually has “the last word”.
- Ole has clearly learned from his past considerable NomCom experience.
- Ole is a very agreeable person.
- He is a “futurist” about what’s expected of the NomCom – due to his past experience.
- He is very pleasant and friendly.
- Ole is a good meeting facilitator.
- He asks everyone to think about what ICANN will “win or lose” in choosing a particular candidate.
- He has good leadership skills – he keeps things “on-agenda” and on-time.
- He’s very much focused on processes and procedures.
- He’s a very fair man.
- He sees the “bigger picture”.
- He’s very experienced – he provides insight and he helps to answer questions.

- His past experience allows him to know where the internet is going, as well as the competencies needed for Board Members.
- Knows ICANN perhaps better than anyone else.
- Ole has a good understanding of ICANN specifically, and leadership in general.

Areas for Improvement/Development...

- There were no comments.

Management Style (“how” he/she manages projects and processes):

Positive Comments...

- Ole is a good conflict mediator.
- He seems to know today’s needs.
- He is well informed – due to his considerable experience. He has “lived it” – as both a delegate and in Leadership.
- Ole is a visionary, in terms of how things should go forward.
- He is reserved – and he only steps in when needed.
- He knows the requisite competencies needed for the Board.

Areas for Improvement/Development...

- Ole could be more diplomatic as a facilitator.

Operating Style (“how” he/she gets things done):

Positive Comments...

- He accommodates special needs. He clearly understands his role.
- Ole is a nice person, personally.
- He is an engineer, and thus he understands the technology issues. He is very technical.
- There has been much improvement over his previous year’s role.
- He has a great deal of “institutional memory”.
- Ole has many ideas for improvement.
- He has a good sense of the competencies needed in a Board Member.
- He seems to be very organized.
- He performed well, in his role of “Advisor to the Chair”.
- Ole contributes much good advice and knowledge (i.e: how to solve situations).
- Provides wise counsel.
- He is open to new and different ideas.
- He’s been long involved with ICANN, so he knows a great deal of its history.
- Ole is quite straight forward in demeanor and attitude.
- He functions “behind the scenes”, jumping in only when needed.

- He is a very “practical” thinker.

Areas for Improvement/Development...

- As part of NomCom Leadership, he should stay within the rules and ICANN Bylaws, but he has not done so recently.
- Leadership should not make remarks that could influence other delegates to the NomCom. However, this has occurred more than once.
- There is no election for the Associate Chair, such as there is for the Chair and Chair-Elect. There should be an election.
- Sometimes he gets close to advocating for a specific candidate.

Nominating Committee Leadership Evaluations – 2022 Ole Jacobsen (Associate Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
48.6	4.6	4.5	4.4	4.2	4.2	4.4	4.5	4.3	4.1	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.