# ICANN NOMCOM LEADERSHIP EVALUATION FOR AMIR QAYYUM

# SUMMARY OF COMMENTS

Evaluation Conducted in July, 2023

# ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR AMIR QAYYUM (CHAIR-ELECT)

## 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 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 Evaluation was conducted during the month of July, 2023.

**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, other questions were asked regarding the individuals management, leadership and operating styles.

<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 19 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, 15 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.  *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).

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

## RESULTS FROM THE WRITTEN EVALUATION

All questions Summary ratings: **49.4 out of 55**
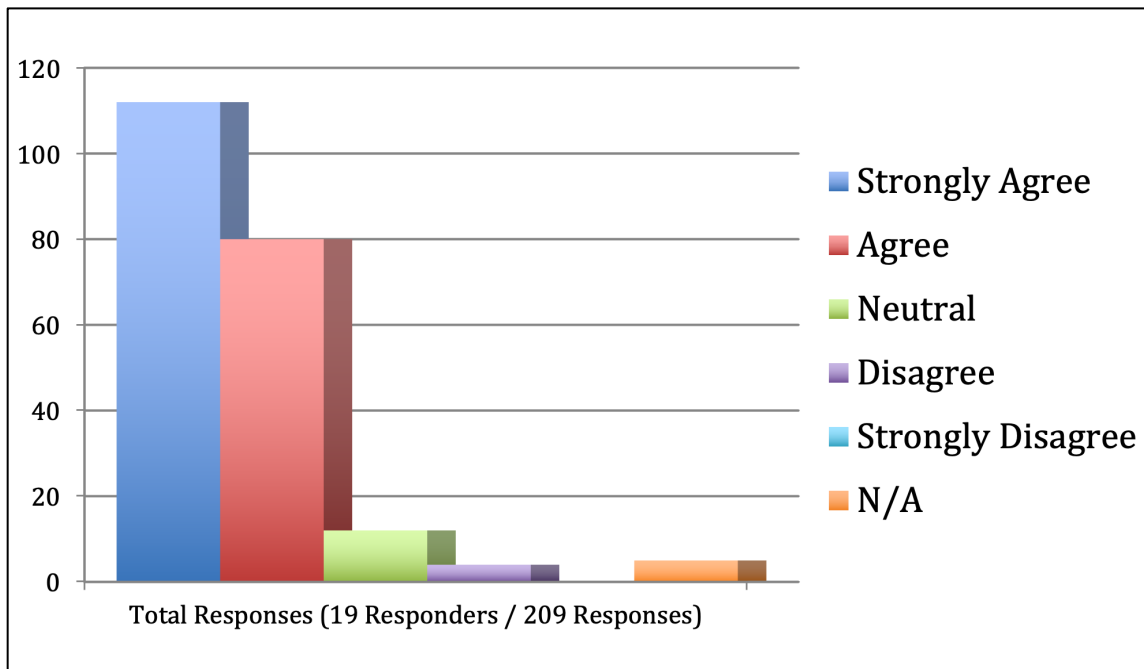    Total Average = **4.5 out of 5**

| | |
|---|---|
| Strongly Agree = 112 | Disagree = 0 |
| Agree = 80 | Strongly Disagree = 0 |
| Neutral = 12 | N/A = 5 |



Total Responses (19 Responders / 209 Responses)
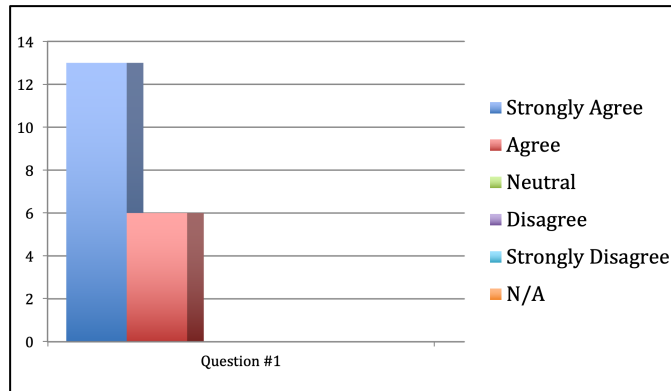
Legend: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, N/A

**Question #1:  Demonstrates integrity – 4.7**

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



Summary of Positive Comments:

Amir is extremely committed to the process and he showed great integrity in his comments.  He has been very open about the rationale behind his decisions and has been guided by his integrity.  He guided the team with clear statements.  Amir shows proper attention to all candidates.  He showed integrity in his decision-making.

He regularly reminded delegates of their duties and responsibilities to the process.  He was not as outspoken as some of the other leaders, but that could be a cultural nuance.  He did not try to sway opinions toward any particular candidates.  He is honest, avoids gossip, is always clear on what he is expecting, and he easily admits his own mistakes.

Amir is open and honest – someone who drives the trust of the Members.  He speaks openly, honestly and frequently, and he did what he said he would do.  He met his commitments in a calm and cordial manner.  Amir refrains from sharing any confidential information with colleagues – no matter the pressure received from Members of the Community.

Summary of Responses Indicating Need for Improvement:

There were no comments.

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

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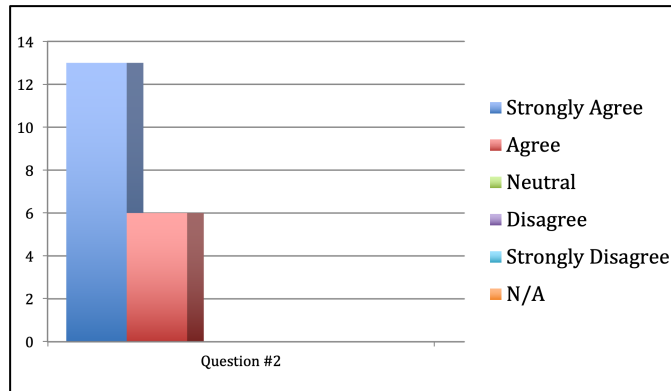


Summary of Positive Comments:

Amir showed honesty in his decision-making.  He is very grounded and guided by honesty.  He has been open and honest in the feedback and direction he has provided the delegates.  He did not discriminate for any particular candidates.  He has been open, honest and professional in all dealings and comments – a boon to the process.

He worked collegiately with the NomCom and appeared to speak his mind – openly and honestly – on matters that arose.  He worked with NomCom members without any hidden interests/agendas, and provided opportunities for all to participate.  He has been quite honest in terms of what he has tried to achieve.

Amir has been quite clear about which parts of "chairing" he wants to conduct.  He has shared his thoughts about better orientations, as well as about better processes and how to encourage better performance.

Summary of Responses Indicating Need for Improvement:
There were no comments.

**Question #3: Demonstrates good judgment – 4.3**

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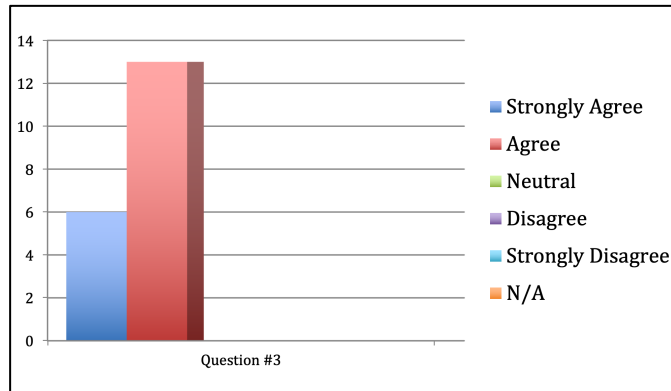


Summary of Positive Comments:

He showed good judgement. He was open in his thought process and balanced in his judgment. Amir generally did a good job of announcing clear principles and sticking to them. Amir quickly grasped a "sense of the house". He has sound judgments. He speaks up frequently, to remind delegates of the process – and to "stick to it".

On many occasions, Amir reminded delegates about the importance of the NomCom's work, and he regularly provided good advice on how to address a particular matter. He would step in when and/or if he felt reminders of by-laws or processes were required (this was important and should be encouraged).

Amir was quite helpful in steering conversations in the "right" direction, with sound input and comments that helped to clarify issues. He is a discrete person, reserved in his behavior, so there was not much sharing of his personal judgments on process – and never anything about individuals.

Summary of Responses Indicating Need for Improvement:

Sometimes, his "sticking to principles" came at the expense of common sense.

**Question #4: Effectively uses influence in an appropriate manner – 4.3**

Strongly Agree = 9
Agree = 5
Neutral = 4
Disagree = 0
Strongly Disagree = 0
N/A = 1
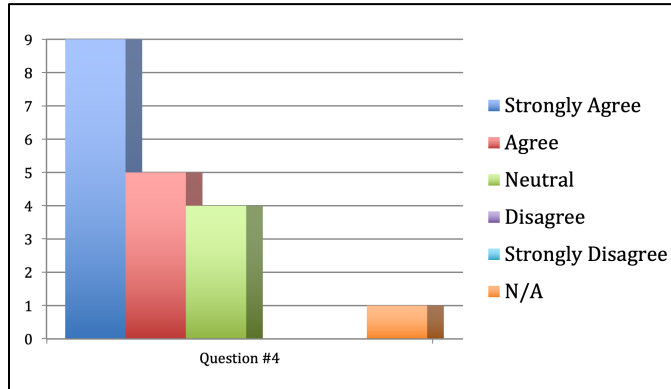


Summary of Positive Comments:

    Amir was vocal, yet respectful, when discussing candidates. He avoided making statements that might sway discussions or decisions, but he was quite effective in moving the process along. He often deferred to the Chair (Vanda). It is a difficult role to manage, and Amir was very good with it, but at times, it would have been good to see him in more of an assertive role.

    He was not as outspoken as some other leaders, so when he did speak-up, he had the delegates' attention. His interventions, whenever exercised, appeared appropriate. He often was able to convince the group of a better way to complete the process. He tried to stay within designated and appropriate time limits.

Summary of Responses Indicating Need for Improvement:
    There were no comments.

**Question #5: Is an effective leader – 4.2**

Strongly Agree = 6
Agree = 10
Neutral = 3
Disagree = 0
Strongly Disagree = 0
N/A = 0



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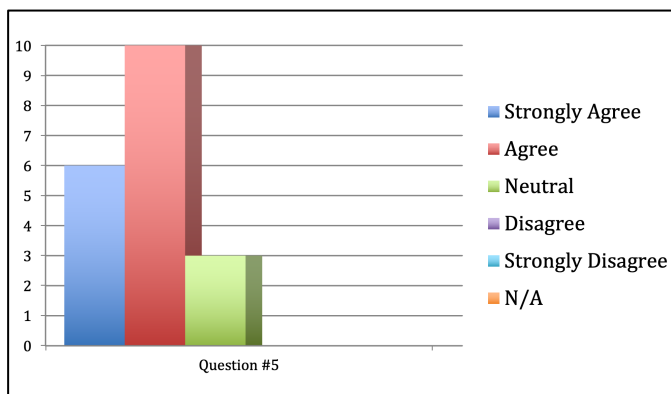
<u>Summary of Positive Comments</u>:

Amir had less chance to demonstrate his leadership than the other Members of the Leadership Team, but he was generally effective when he had an opportunity to do so.  He was an effective leader on the occasions when his action was called-for.  Amir was organized, and he led confidently.  Amir is essentially an introvert, and thus is less engaged in pre and post meeting dialogues.  But for his introversion, he is able to lead well.

He is often seen as a "quiet leader", but he commended great respect among delegates and leadership.  Amir did a fine job and appropriately guided delegates about how best to proceed with the work at hand.  The fact that he spoke less than others, made delegates listen more closely when he did speak.

Amir's approach is quiet and considered.  He provides the team with understanding and he leads the conversations to drive consensus.  He does not state "strong remarks", due to his reserved nature, but he can be a good and friendly leader.  He showed some irritation when the delegates were complaining about (or contravening) the process.

<u>Summary of Responses Indicating Need for Improvement</u>:

At times, he should consider the need to disagree, and assert his viewpoints.

## Question #6:  Is a good listener – 4.5

Strongly Agree = 11
Agree = 7
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
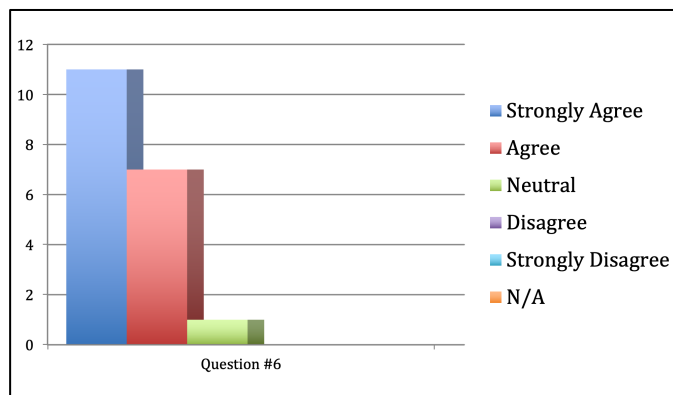


<u>Summary of Positive Comments</u>:

Amir has been very respectful of others' thoughts and opinions.  He was in no hurry to respond to comments and situations, so he took his time and listened.

He gave thoughtful responses to questions, which demonstrated his listening skills.  He has always been open to others' opinions. Amir understood when there was confusion, and he tried to resolve it.

Summary of Responses Indicating Need for Improvement:
There were no comments.

**Question #7:  Treats others with respect – 4.6**

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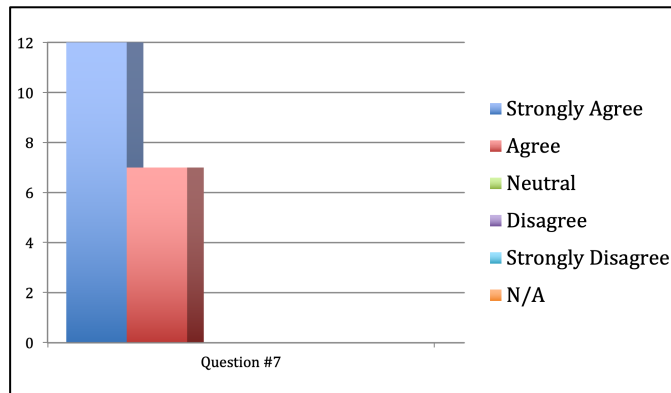


Summary of Positive Comments:
Amir is always respectful, and he allows others to be heard.  He respected all others, ensuring everyone had an opportunity to speak.  He was effective at drawing out discussion when necessary.  He is kind and respectful with everyone.  He has a good sense of humor.

Amir is extremely courteous and he is a pleasure with whom to work.  He works with all in a cordial manner, and he respects every person's opinions.

Summary of Responses Indicating Need for Improvement:
His sense of humor can at times be seen as "snarky", which others may not appreciate – depending on their culture.

**Question #8: Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines – 4.6**

Strongly Agree = 12
Agree = 6
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0
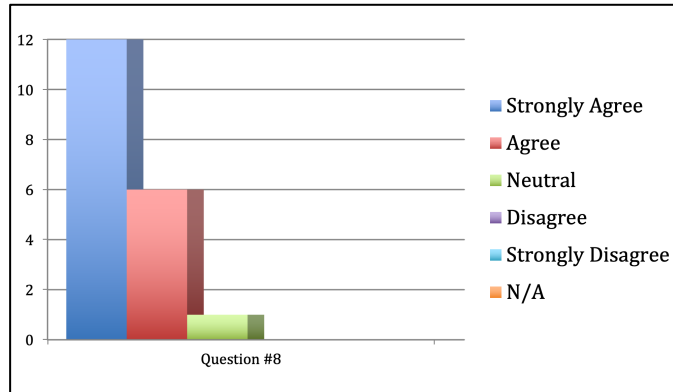


Summary of Positive Comments:

Amir was the best of the Leadership Team, in terms of operating efficiently. He regularly reminded the group of the Nom Com tasks, particularly during the discussion about applicants – to ensure the NomCom stayed on-task and completed the work on-time. He has excellent time management skills, and he's helped to guide the Committee toward timeline commitments.

He has intervened effectively, when required to meet deadlines and complete tasks. Amir works hard, he is organized and he participates and helps with support during meetings. He respects time commitments.

Summary of Responses Indicating Need for Improvement:

Sometimes, his work efficiency could have been better.

**Question #9: Demonstrates impartiality and neutrality – 4.6**

Strongly Agree = 12
Agree = 7
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0
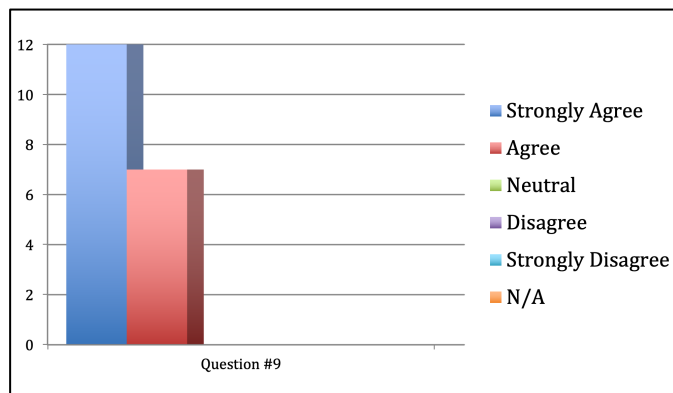
Summary of Positive Comments:

     Amir is eager to hear all sides of a discussion. He did a good job of staying impartial and neutral, while also making comments during the deliberation discussions. At no time did Amir indicate any favoritism, or preference, for any given candidate. At all times, he adhered to the by-laws and NomCom procedures.

     He showed impartiality when his decisions were offered. He showed no visible partiality. He never tried to sway others to any particular candidate. He does not show or comment on specific preferences – even when in private conversations.

Summary of Responses Indicating Need for Improvement:

     There were no comments.

**Question #10: Demonstrates an understanding of the values a Nominating Committee appointee would add to the ICANN Board, ALAC, GNSO and ccNSO – 4.4**

Strongly Agree = 9
Agree = 6
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 2
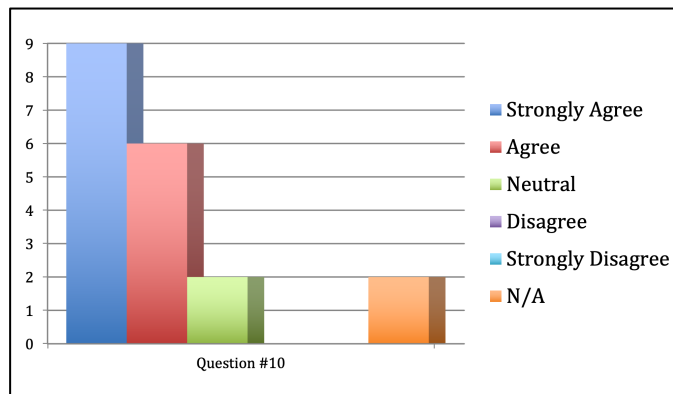


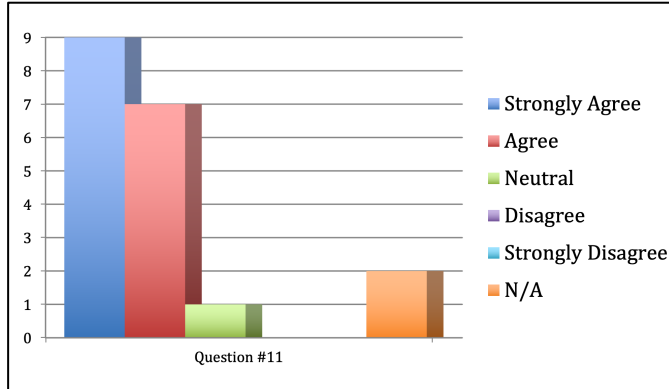Summary of Positive Comments:

     Amir is committed to ICANN's value system, and he ensured that candidates shared this commitment. He always talks about NomCom's values. Amir is not new at NomCom, so he understands the value of Members, and when possible, he talks with them about any point needing clarification.

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 – 4.5**

Strongly Agree = 9
Agree = 7
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 2



Summary of Positive Comments:

Amir ensured that every criteria was discussed and the Committee took this attitude seriously. Very often, there are gaps in this knowledge, and these gaps need to be examined. He often was the first on the Leadership Team to refer back to the guidelines received from the various constituency leadership teams.

It is important to know about improving the process – and he relies on the Associate Chair to clarify points that are not clear to him (a function of the Associate Chair).

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…
   - Amir is a very effective leader, and he has a very quiet Leadership style.
   - He drives the process.
   - He is a "fair" discussion leader.
   - Amir uses humor when appropriate.
   - He has a "sense of the future".
   - He's very good at getting to closure on issues.
   - He leads by building confidence in others.
   - Amir is very much a "people person".
   - He is soft-spoken, but he "stands his ground".
   - He listens well, and is able to use input when going forward.
   - Keeps discussions on-point and focused on goals.
   - When he speaks, he is very direct.
   - Amir is an example of how Members should interact with each other.
   - He lets others talk.
   - Very much of an "in the moment" person.
   - Quite effective as a leader – he would make a good "Chair".
   - Has a consensus style of Leadership (and speaks less than others).
   - Conducts "precise" interventions.
   - He is perhaps more "formal" than previous leaders.
   - He knows nearly all aspects of ICANN.
   - Amir allows others time to fully explain their thoughts and feelings.
   - He conducts meetings quite well.
   - Amir chooses his words carefully.

- He is NOT forceful or "heavy-handed" – and he is sensitive to situations and gets things done in a very friendly way.
- He is a "factual / matter-of-fact leader" and stays with relevant issues.

Areas for Improvement/Development…
- Amir often is not as expressive as he could be.
- He is less engaged than others on the Leadership Team.
- He could develop more rapport with other Committee Members.
- At times, he can be a bit too inflexible and overbearing.
- He could help Vanda "to move things along more quickly".
- He could be more "flexible" in terms of allowing more time for discussion (don't "cut-off" discussion in the middle of one's statement).

***Management Style* ("how" he/she manages projects and processes):**

Positive Comments…
- He did the job well.
- Amir understands "the process and procedures" at NomCom.
- He is organized and methodical, with issues thought-out or explained.
- He stays "on agenda".
- He's very effective at staying within "time-frames" and sticking to the process.
- Good at managing "time" in discussions.
- He very much "stepped-up" to his responsibilities.
- He has a "Professorial Style" – he approaches goals in a very specific way: "This is what we're going to do, and this is how we're going to do it."
- Amir is very organized and wants to stick to agendas.
- Wants to maintain control over agendas/conversations – he keeps things structured.
- He's very effective at managing projects.
- Well prepared for the work to be done.
- Amir's Management Style (cordial, organized, structured, as well as time and goal-focused) is a major asset to the NomCom.
- He is able to see the "final point or goal" of a discussion, and he goes for it.
- Amir sets very clear goals and end-points.
- He knows what he must do, and he does it.
- Amir has a good sense of humor – for difficult situations.
- He has a "purposeful" management style.
- A good command of the procedures to be followed in meetings and conversations.
- He manages with a respect and balance for rules and others' opinions.

Areas for Improvement/Development…
- He cuts people off too quickly in discussions – he could be more gentle.
- Amir is too quiet – perhaps he's afraid to make his points.
- He could have interacted with other Team Members more often.
- Sometimes, he becomes frustrated (with good reason) – so he should learn to "take a breath" and "cool off" for a few minutes.

**Operating Style ("how" he/she gets things done):**

Positive Comments…
- Amir keeps to the agenda and established time-frames.
- He makes everyone feel welcome.
- He has a very direct, straight-forward communication style.
- He is very organized and efficient – he "makes things work".
- Amir is focused on the task at hand, as well as the outcome – and moving things forward and on-time.
- Ensures everyone is heard.
- He gets things done on-time and on-schedule.
- He never "cuts anyone off" in discussions.
- Amir is quite detail-oriented and focused on the task at hand.
- He is a very pleasant fellow – very friendly and calm.
- He is soft-spoken and quite gracious.
- Amir very much "follows the process".
- He's effective at meeting a schedule.
- He knows "the process", but he also defers to others.
- Keeps things on-time and on-process.
- He performed his duties as Chair Elect well.
- He did not interfere with discussions.
- Amir pulls discussions back "on track" when they become off-target.
- He is focused on candidate "qualifications" and NOT making candidate-to-candidate comparisons.
- He is quite detail-oriented.
- Amir has good time-management skills – he would be a good Chair, since he'd keep to the agenda.
- He is always smiling and seems never to be nervous.
- A very pleasant person.
- "Let's get things done smoothly and efficiently," is his Operating style.
- He's quite detail-oriented and respects time-frames.
- He is a supportive and differential partner to Vanda.
- Amir is always available to other Members.
- He does not waste time – he's not "talkative".
- He understands English and he uses it well.
- Amir seems to have no enemies, and nobody becomes angry when he speaks.
- He always is prepared for meeting.

- A very quiet and helpful Member of the NomCom.
- Amir is quite "professional" and he has a "smooth" style of operating.
- He is a, "Let's get things done!" type of person.
- Less concerned about how people "feel", than getting things done.
- Very much an independent thinker.
- He is quite cognizant of both tasks and timelines.
- Amir takes conversations in new directions, when needed.

Areas for Improvement/Development…
- He can exert too much influence on "the process" and results.
- He could be more flexible in terms of "process".
- Sometimes, he is a bit too "structured".
- Amir was not present for some of his sessions.
- He is not very open to considering other "possibilities".
- Not as "sociable" with others as he could be (basically an introvert).
- He did not attend as many meetings as he should have.
- Does not "bond" well with other Members.
- He could be more "assertive" in his behavior and interactions.
- He sometimes had a problem with his internet connection.
- Should be more "respectful" of others' time and opinions.

# Nominating Committee Leadership Evaluations – 2023
## Amir Qayyum (Chair-Elect)

| Overall Score | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 49.4 | 4.7 | 4.7 | 4.3 | 4.3 | 4.2 | 4.5 | 4.6 | 4.6 | 4.6 | 4.4 | 4.5 |

**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.