



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR VANDA SCARTEZINI

SUMMARY OF COMMENTS

Evaluation Conducted in July, 2023

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR VANDA SCARTEZINI (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 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, 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.

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 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: **47.3 out of 55**

Total Average = **4.3 out of 5**

Strongly Agree = 102

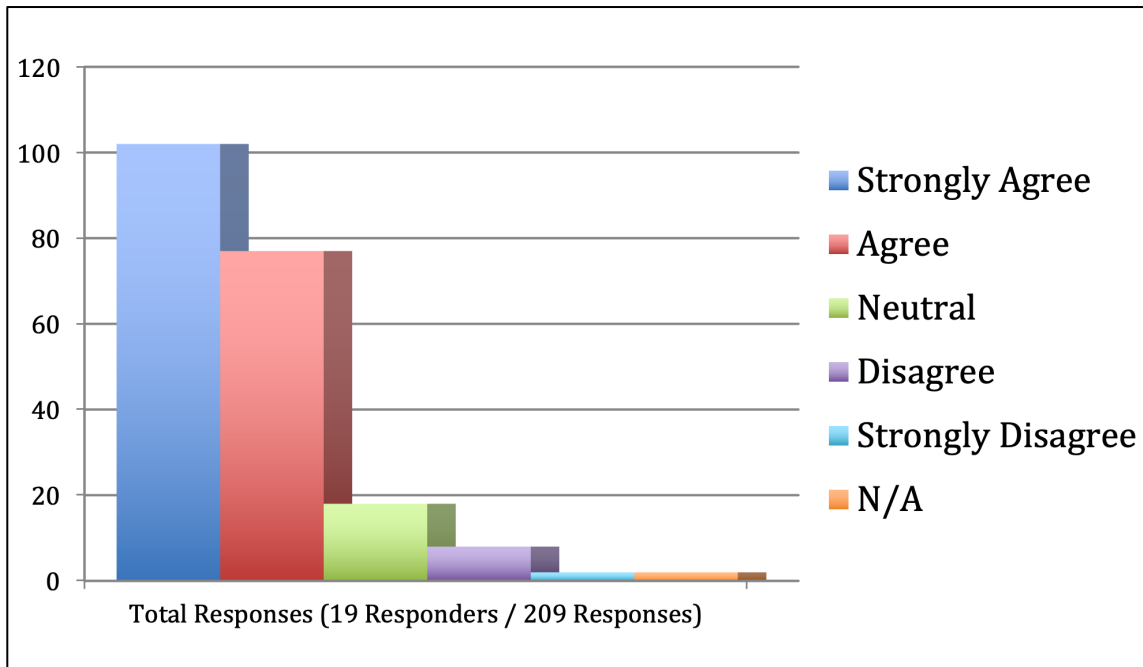
Agree = 77

Neutral = 18

Disagree = 8

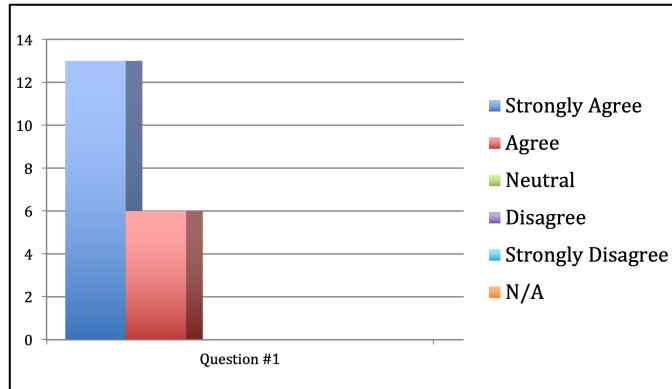
Strongly Disagree = 2

N/A = 2



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:

Vanda is not afraid to recuse herself from votes, when she may have a conflict of interest due to her track record with regional peers. She always guided the team to be on the right track - with enthusiasm. She was quite vocal in reinforcing honesty and integrity throughout the process.

She kept to the principles of the process and also did a good job of remaining neutral throughout the discussions. She showed no visible support for any particular candidates. Vanda is “true to the process” and its importance. She is willing to refrain from personal opinions about candidates during the process.

She is a highly valued member of the Community and has held many leadership positions. A person doesn’t climb like this professionally, without demonstrating a high degree of integrity. As it relates to NomCom, she has had many years of NomCom experience and operates with a high degree of integrity. Vanda adheres to the bylaws, does what she says she will do, and does not appear to display any biases. She is open and relates well with all delegates, as the NomCom Chair.

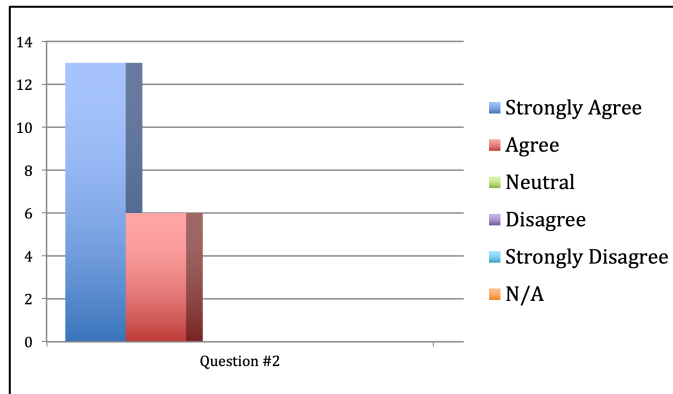
She is always willing to help and provides context for clarity purposes. Her commitment is second-to-none in terms of ensuring good selection and evaluation. She doesn’t color the conversation toward one candidate or another.

Summary of Responses Indicating Need for Improvement:

As it relates to NomCom, she seemed a bit more cavalier than her co-leaders.

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:

Vanda set up a meeting to express how a Member’s participation could be improved. She brought a number of helpful insights to the discussion, based on her extensive experience with ICANN and many of the participants therein. Vanda has gone “out of her way” to explain details involving her decisions.

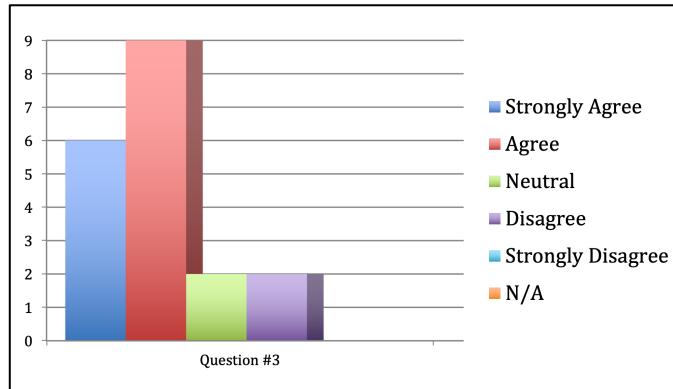
She is very open, and she speaks-up on any issue. Vanda speaks regularly and openly – she doesn’t hold back when she disagrees, or has a point she wishes to make. She works well with every delegate and is always interested in each member’s contributions. She is helpful in fulfilling any task at hand.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #3: Demonstrates good judgment – 4.0

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



Summary of Positive Comments:

Vanda's experience has given her opportunities to balance her options prior to making a decision. She is able to balance different interests, in order to move forward the assessment process. She uses her past experience and knowledge in her judgment process.

Mostly, she makes fine judgments. She is very knowledgeable about ICANN matters. The Committee was well-run. It met its deadlines and followed its bylaws.

Summary of Responses Indicating Need for Improvement:

On a few occasions relating to processes, defined objectives and time management, she could do better. Sometimes, she interjects more personal observations than might be appropriate (from Leadership). This may reflect her commitment to the process, and not an attempt to sway it. However, it can confuse some delegates as to the importance of her statements.

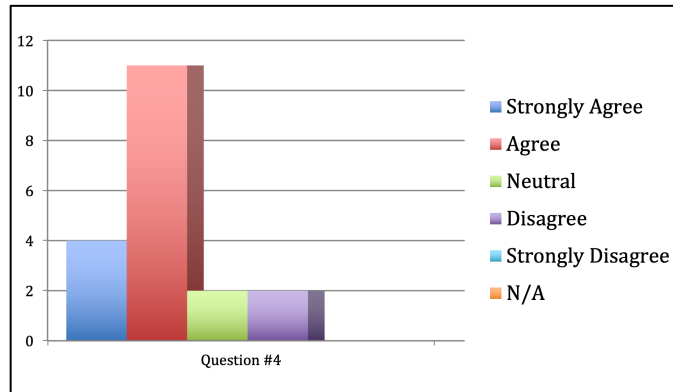
There have been times, when her many years at ICANN and her NomCom experience (particularly that with ALAC) may have caused some of her guidance to be slightly too directive. And, there is the cultural factor, in regard to thought process and speaking, which differs from others cultural backgrounds.

From time to time, Vanda could have shortened her observations and she could have served delegates with more timely advice on minor matters (such as running over-time, or reminders of bylaws requirements, etc.). Sometimes, this advice came after conversations had gone on for some time. However, Vanda always provided context to the discussion – to help delegates make informed decisions.

Leadership didn't appear prepared, and sometimes contradicted each other in front of the delegates – in terms of process for conducting the voting/evaluations.

Question #4: Effectively uses influence in an appropriate manner – 3.9

Strongly Agree = 4
Agree = 11
Neutral = 2
Disagree = 2
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Vanda can be quite verbose, and can provide sound arguments to support her positions. She was always doing her best, when guiding delegates through their respective consideration processes.

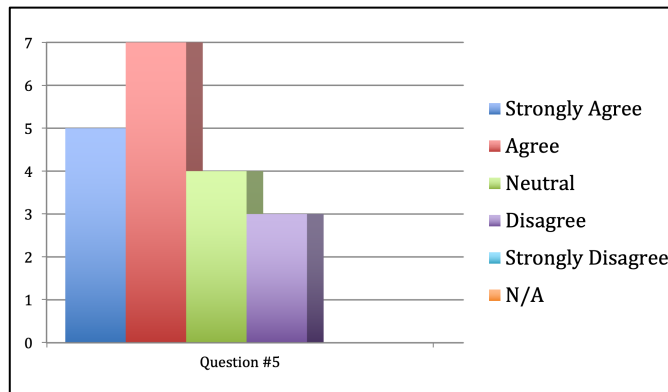
Vanda is an experienced, relaxed and persuasive speaker, and she uses her style to engage and influence well.

Summary of Responses Indicating Need for Improvement:

Sometimes, she uses her influence for region-specific reasons.

Question #5: Is an effective leader – 3.7

Strongly Agree = 5
Agree = 7
Neutral = 4
Disagree = 3
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

Vanda moves delegates just enough to steer the process ahead. She is a very methodical and balanced leader. She always respects members, and she effectively intervenes to resolve issues whenever needed. She effectively led most meetings. The Committee was well-led – discussions ran on-time and delivered as required.

Vanda is a committed person who is interested in all members' well-being. She possesses the ability to listen and to engage well, while always providing context.

Summary of Responses Indicating Need for Improvement:

There was too much time spent with a lack of clarity on procedures, or on side tangents, where a more effective leader could have kept the group more on-track. Keeping discussions on-track needs improvement – purely from a time management perspective.

She sometimes was prone to NOT controlling discussions, so they went on for too long. She also could have used pre-session Leadership meetings to ensure that the three leaders were all “on the same page”.

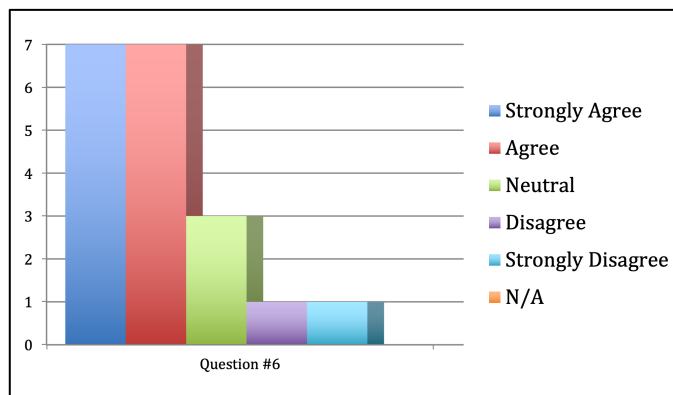
There were times when a particular process was not as clear for delegates as it should have been. There was also one delegate who was regularly disruptive, and who could have been reigned-in more effectively.

As most of the delegates were returnees, they were used to the outbursts from one specific delegate. A stronger leader could have controlled this better.

Vanda is often a bit long-winded. She would be more effective if she was more concise and to-the-point. At times, she did not seem prepared – she sometimes appeared to be wrong or unsure about processes for evaluations.

Question #6: Is a good listener – 3.9

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



Summary of Positive Comments:

Vanda is quite purposeful in her conversations. She is inclined to air her views very quickly. Sometimes, she speaks longer than expected, although the content is relevant and appropriate. In order to Chair a dozen reviews of 156 candidates, one must be a good listener.

She likes to engage in discussion and will respond on issues in a timely manner. She always gives thoughtful and considered responses to questions.

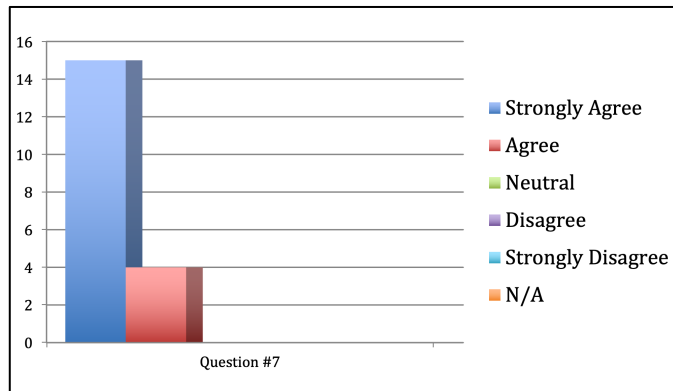
Summary of Responses Indicating Need for Improvement:

At times, it seemed as though Vanda's responses were somewhat disconnected from the point being made, or she was providing her own perspectives, which weren't really related.

She often didn't follow the conversation, and repeated items previously mentioned by others, in a way that wasn't validating what she heard.

Question #7: Treats others with respect – 4.8

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



Summary of Positive Comments:

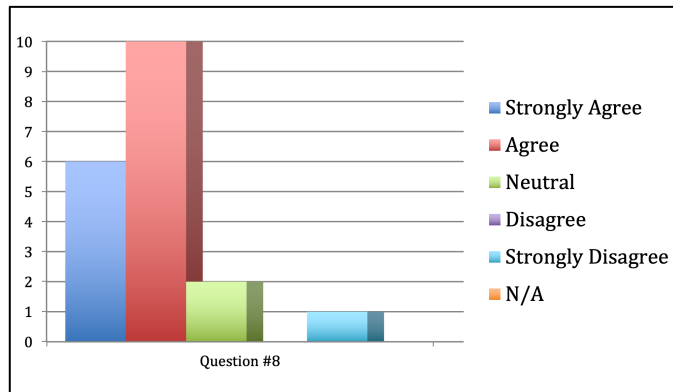
Vanda is respectful in her conversations/discussions and in her written communications. She has always been respectful during discussions, and she has encouraged everyone to treat each other (and candidates) with consideration and respect. Being respectful is one of Vanda's strongest qualities - she is respectful to all. She gives everyone's comments and opinions due and equal weight.

One cannot ascend to Vanda’s level of leadership in ICANN, without being respectful of others. She possesses good values, and she demonstrates good behaviors that indicate respect for every person and opinion. She never belittles anyone’s point of view.

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 – 4.1

Strongly Agree = 6
Agree = 10
Neutral = 2
Disagree = 0
Strongly Disagree = 1
N/A = 0



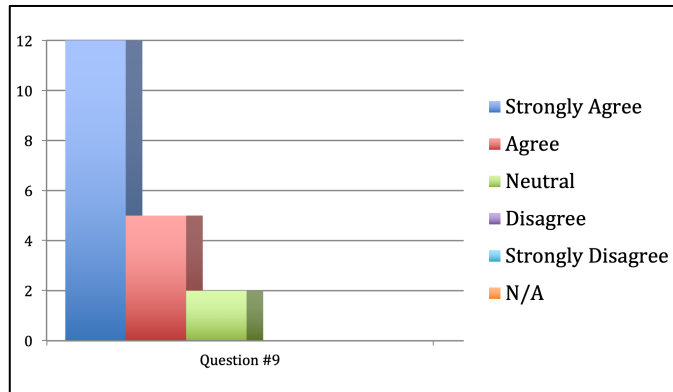
Summary of Positive Comments:

Vanda is good at “moving the process along”. She is respectful of her commitments. She works toward meeting deadlines. Vanda has done a good job of staying on-schedule. The Committee met frequently and delivered, as required. When reminded, she would stick to the time schedule.

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

Question #9: Demonstrates impartiality and neutrality – 4.5

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



Summary of Positive Comments:

Vanda did not appear, at any stage, to favor certain people, candidates or regions. She stayed with the process at all times. She was very conscious of an overall balance. She didn't try to sway opinions one way or the other, in terms of evaluation or voting.

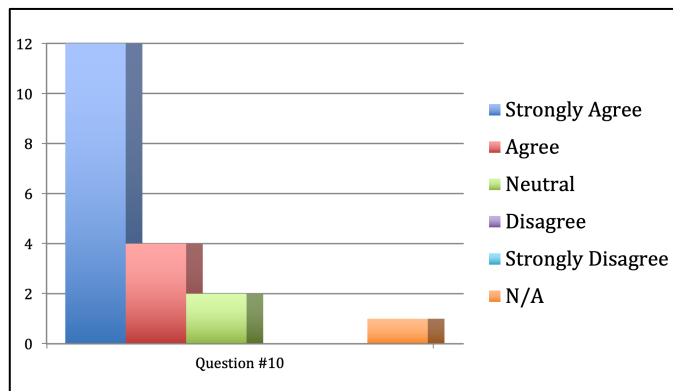
She did a good job of remaining neutral and balanced, even with candidates she had worked with extensively in the past. She allowed ample time for discussion, before submitting motions for voting. Sometimes, comments for specific regional candidates were provided.

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 – 4.6

Strongly Agree = 12
Agree = 4
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

Vanda was determined to focus on ICANN’s core values, and how candidates could demonstrate these values. She was well versed in all the positions and understood relevant and irrelevant talking points. She adjusted the process, depending on the differing requirements of each ICANN position.

Vanda knows the ICANN Community better than just about anyone, and thus she understands the value a Nominating Committee appointee would add to the respective leadership roles.

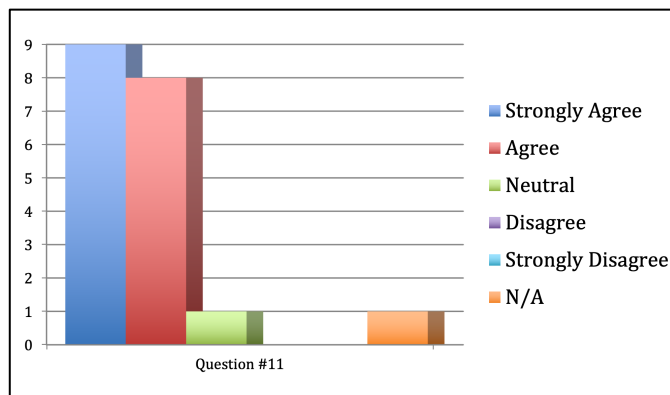
Vanda is greatly experienced in all aspects of ICANN, and this knowledge is demonstrated frequently in her observations of people and processes, as well as the contributions made by others.

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 – 4.4

Strongly Agree = 9
Agree = 8
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

Vanda adjusts the process, depending on the differing requirements of each ICANN position. Her experience in ICANN policy and positions is obvious and respected.

Yes, although it would be helpful if NomCom Members were more frequently reminded of the criteria – otherwise, there appears a tendency, among some, to look for candidates that are like the incumbents (and this is not always what should be sought).

Summary of Responses Indicating Need for Improvement:

Better understanding was expected of the Chair.

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...

- Respectful.
- Motivates others to accommodate deadlines.
- Keeps everyone focused on the task or issue.
- She deferred to staff (on procedure matters, for example).
- Vanda is a good leader.
- She engages people – encourages them to participate.
- Good communication with team members.
- Consensus management.
- Good listener.
- Gives others opportunities to participate.
- Low key / laid back.
- Leads with humor – with no tension.
- Tries to find the “middle ground”.
- Does not become nervous easily.
- Consensus oriented and consensus leader – wants buy-in from the group.
- A real enthusiast about the NomCom process, and a deep knowledge about it.
- Many years with NomCom, and brings that knowledge forward (about the positions NomCom is filling).
- Not an authoritarian.
- Patient.
- Generous with her time.
- Friendly leadership style.
- Leads with strong relationships (human connection).

Areas for Improvement/Development...

- Too accommodating.
- Could be more forceful.
- Forgets details – tends to be a “big picture” person.
- Too passive, when trying to stop those who speak out-of-turn.
- Does not stay “on-topic” in discussions.
- Sometimes her directives are not clearly understood.
- Not a strong leader.
- Could be more focused on getting to “the goal”.
- Does not always take control of discussions.
- Discusses issues that are not always relevant to the topics at hand.
- Execution was not always the best.
- Not well organized – no agendas or could be confused where the discussion is in relationship to the agenda (if there was one). Not sure what the next steps were going forward.

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

Positive Comments...

- Personable.
- Respectful.
- She gives good feedback to others.
- She provides much candor.
- Ensures fulfillment of project on-time.
- Well organized – follows “the process”.
- Uses different media to communicate.
- Drives things forward.
- Her Management Style has improved.
- She manages the Staff well.
- Very open and frank.
- Sticks to the agenda.
- Cautious.
- Hard working.
- Good guidance.
- Very kind with others.
- Has good relationships with everyone.
- Is well-prepared for meetings and conversations.
- “Flexible” Management style.
- Very seasoned ICANN Member.
- Fortright / outspoken.
- A good “story-teller” - about the past.
- A very “direct” style of communicating.
- Very knowledgeable about ICANN’s process, culture and history.
- Manages projects well.
- Has done a great job.

- Very focused on compromise – no conflicts. Changes the subject if too much conflict arises.
- Good at goal setting.

Areas for Improvement/Development...

- She needs a better command of the rules and processes.
- Not focused on processes and procedures.
- Perhaps too verbose.
- Talks too much – needs to move along to next topics.
- She tends to forget things.
- Could do better planning.
- Her English could be better.
- Not a strong manager.
- She is sometimes focused on the “goal”, but not the “process”.
- Could be more focused on time management and schedules.
- Could be more “empathetic”.
- Tends to “over-explain” her positions.
- Difficult for her to manage process. Perhaps needs more understanding of the process.
- Sometimes would ignore questions and not respond.
- Not effective in managing projects.
- Not detail oriented.
- Poor execution of the goals already set in place.
- Seems frustrated with “process” on occasion.

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

Positive Comments...

- No-nonsense style of operating.
- Reminds everyone, “why we are there” (on the NomCom).
- She is on-time for discussions.
- Vanda keeps track of discussion details.
- She has a “big heart”.
- Vanda has been with ICANN for a long time.
- Her good communication style helped to move things along.
- She is a good writer and speaker.
- Very detail oriented.
- Has an insight into processes at the Board.
- A very nice person.
- Knows what needs to be done and very effective at getting things done on-time.
- Drives her agenda.
- She is very available and accommodating to others.
- Sticks to the schedule.
- A pleasant manner.
- Manages the NomCom Staff well.

- Courteous.
- Objectives focused.
- Organized and effective.
- Respectful of others.
- Very focused (sticks to the script).
- Loquacious – talks a lot.
- A very pleasant personality.
- Responsive and thoughtful in her responses.
- Follows the agenda.
- A very likeable person.
- Collegial.
- Not dictatorial.
- Creates “buy-in”.
- Consensus oriented.
- Humanistic and flexible style.
- Participation-driven.
- Avoids controversy.
- Focused on task-completion.
- A “talker” – a people person.
- An “open” style of communicating.
- Relaxed.
- Uses all communication channels available to her.
- Pleasant personality.
- On-time and respected required time frames.

Areas for Improvement/Development...

- Not focused on procedures, processes.
- She could be more effective at scheduling.
- She’s a bit “long-winded”.
- Sometimes she is not prepared with details.
- Needs a better knowledge of English.
- Sometimes appears unclear about where things are going – beyond the agenda.
- Could use Staff better and more often – regarding process and “rules of the road”.
- Sometimes, she “goes over the top” in her conversations.
- Could move agendas and discussions along more quickly.
- Sometimes Vanda talks too much (comments and personal opinions). Her remarks can be very expansive.
- Not focused on detail.
- Too dependent on other leadership and staff.
- Somewhat scattered and poor attention to detail.

Nominating Committee Leadership Evaluations – 2023 Vanda Scartezini (Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
47.3	4.7	4.7	4.0	3.9	3.7	3.9	4.8	4.1	4.5	4.6	4.4

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.