



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR AMIR QAYYUM

SUMMARY OF COMMENTS

Evaluation Conducted in June & July, 2026

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR AMIR QAYYUM (ASSOCIATE CHAIR)

METHODOLOGY OVERVIEW

The following Summary expresses the opinions of individuals asked to participate in an online Evaluation and then in a separate interview session. 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, 2026.

Methodology of the Evaluation

There were two parts to the Evaluation...

1. The Written Evaluation was completed online. It contained 11 questions, each of which required a detailed explanation of why the rating was made.
2. An interview session was conducted, during which each participant was asked for any expansion or clarification of their answers to the 11 questions in the Written Evaluation, if applicable. In addition, other questions were asked regarding the NomCom leader's interaction with both ICANN Staff & the NomCom delegates along with the individual's management, leadership and operating styles.

The Written Evaluation

The questions in the Written Evaluation were...

1. **Demonstrates integrity** [For example – describe whether, and if so how, the individual has acted with honesty, upheld ethical standards, and/or maintained transparency in difficult situations].
2. **Participates in an open and honest manner** [For example – describe whether, and if so how, the individual has expressed opinions candidly and/or engaged in discussions with clarity and transparency].
3. **Demonstrates good judgment** [For example – describe whether, and if so how, the individual has assessed complex situations, weighed the pros and cons, and/or made sound decisions in furtherance of the NomCom's mandate].
4. **Effectively uses influence in an appropriate manner** [For example – describe a situation in which the individual guided others, built consensus, and/or advocated effectively while maintaining professionalism].

5. **Is an effective leader** [For example – discuss the individual’s leadership style, ability to motivate others, build trust, and/or lead towards fulfilling the NomCom’s mandate].
6. **Is a good listener** [For example – describe whether, and if so how, the individual demonstrates: attentiveness in discussions, openness to feedback, and/or consideration of diverse viewpoints].
7. **Treats others with respect** [For example – describe whether, and if so how, the individual has engaged with others in a courteous manner, fostered inclusive dialogue within the committee, and/or demonstrated openness and appreciation for different perspectives].
8. **Takes responsibility and is accountable for ensuring that the Nominating Committee meets its timelines** [For example – provide insight into whether the individual has shown reliability, follow-through on commitments, and/or ability to drive committee progress].
9. **Demonstrates impartiality and neutrality** [For example – describe whether, and if so how, the individual has demonstrated fairness, avoidance of bias, and/or ability to set aside personal views in order to further the NomCom’s mandate].
10. **Demonstrates an understanding of the values a candidate would bring to the leadership position for which they are being considered.**
11. **Demonstrates an understanding of the criteria the NomCom uses to select a candidate for a given leadership position.**

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

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.

Overall Ratings

The Evaluation provides for a maximum overall rating of 55. Thus, an overall rating of 55 out of 55 would mean the NomCom member received “Strongly Agree” responses on every question by all raters.

Evaluators/Raters

There were 19 Evaluators/Raters that were invited to participate in this NomCom Leadership Evaluation; 13 responded and submitted a completed questionnaire.

The Interview Session

Evaluators/Raters

There were 19 Evaluators/Raters that were invited to participate, 13 responded and participated in interview sessions.

Questions asked included...

Expansion and/or clarification is asked for responses to the 11 questions in the Written Evaluation questionnaire, if applicable.

1. How well did this member of the NomCom leadership team interact with both ICANN Staff and the NomCom delegates?
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).

RESULTS FROM THE WRITTEN EVALUATION

Overall Evaluation Rating: **52.2 out of 55**

Combined Question Average Rating = **4.8 out of 5**

Ratings Totals:

Strongly Agree = 91

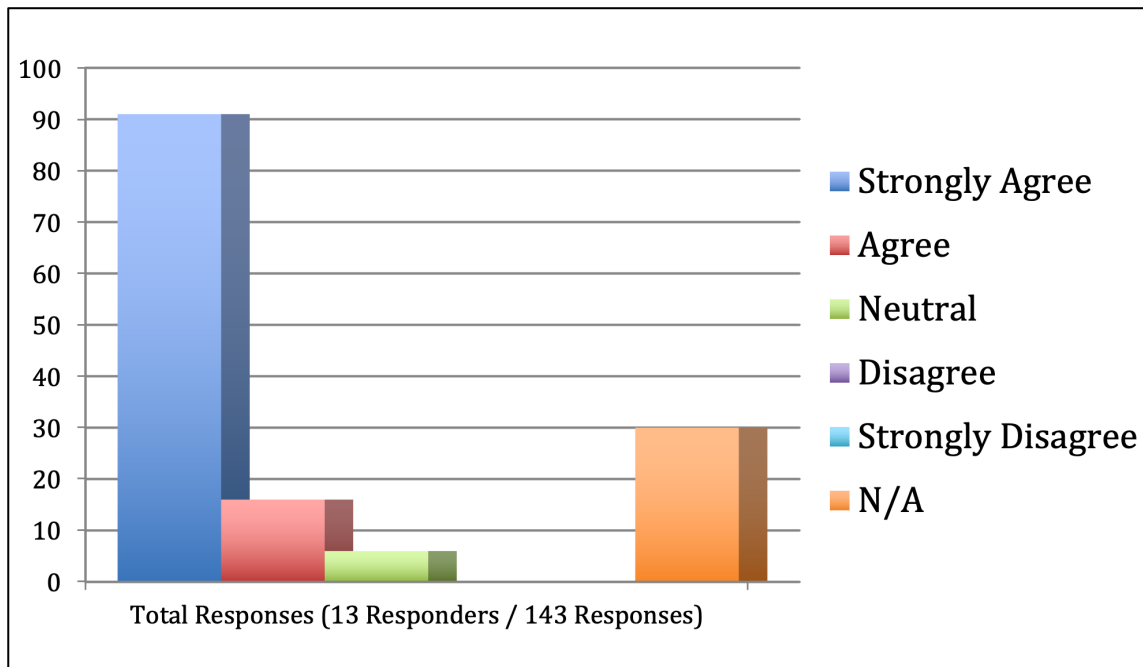
Agree = 16

Neutral (Neither Agree Nor Disagree) = 6

Disagree = 0

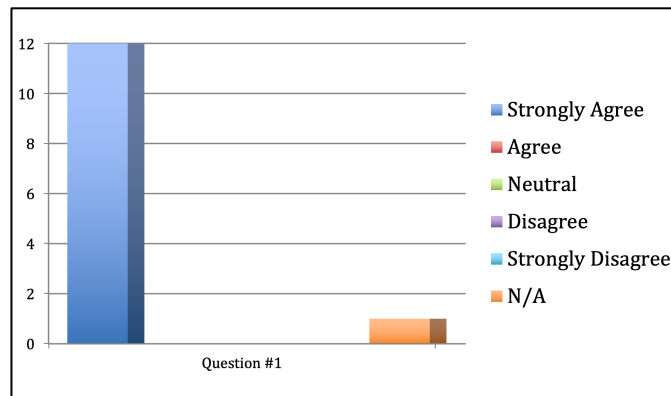
Strongly Disagree = 0

N/A = 30



Question #1: Demonstrates integrity [For example – describe whether, and if so how, the individual has acted with honesty, upheld ethical standards, and/or maintained transparency in difficult situations] – **5.0**

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



Summary of Positive Comments:

Amir consistently demonstrated honesty, integrity, and a strong commitment to maintaining the fairness and integrity of the NomCom process. Throughout the year, he provided principled, measured, and respectful guidance, reinforcing the importance of fairness, respect for candidates, and adherence to NomCom procedures and guidelines.

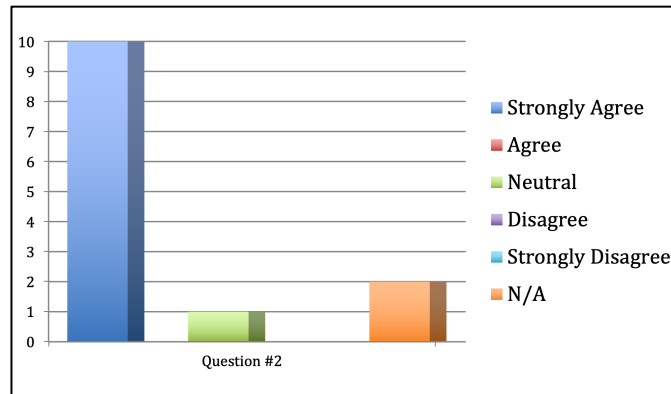
Drawing on his extensive ICANN and NomCom experience, Amir offered insightful advice and wise counsel, particularly when discussions risked becoming biased or straying from the committee's mandate. He intervened only when appropriate, without attempting to influence delegates, and consistently supported the leadership team in preserving the integrity of the committee's work.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #2: Participates in an open and honest manner [For example – describe whether, and if so how, the individual has expressed opinions candidly and/or engaged in discussions with clarity and transparency] – **4.8**

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



Summary of Positive Comments:

Amir communicated openly, honestly, and transparently throughout the NomCom process. Although his role as Associate Chair involved fewer interventions than when he served as Chair, he consistently provided clear, thoughtful, and unbiased guidance when appropriate. He explained the decision-making process, clarified the rules, and openly disclosed any prior knowledge of candidates in a neutral manner.

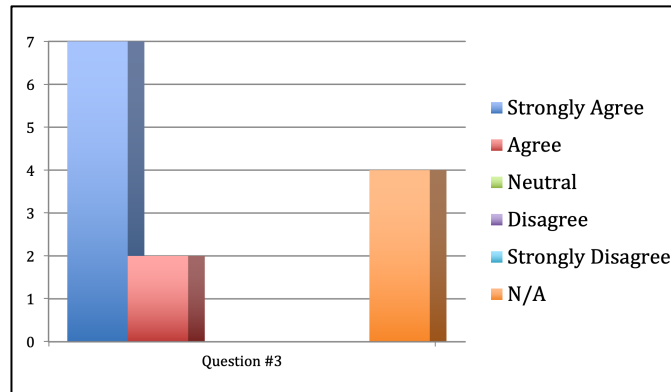
Amir's contributions were consistently calm, candid, professional, and transparent. Delegates viewed him as approachable and open to questions, and when he chose to engage, he focused on helping the committee reach well-informed decisions while maintaining fairness and impartiality.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #3: Demonstrates good judgment [For example – describe whether, and if so how, the individual has assessed complex situations, weighed the pros and cons, and/or made sound decisions in furtherance of the NomCom’s mandate] – **4.8**

Strongly Agree = 7
 Agree = 2
 Neutral = 0
 Disagree = 0
 Strongly Disagree = 0
 N/A = 4



Summary of Positive Comments:

Amir demonstrated sound judgment and thoughtful decision-making throughout the NomCom process. His deep understanding of the NomCom mission, combined with strong reasoning skills, enabled him to simplify complex issues and help delegates, particularly new members, understand the nuances of the process.

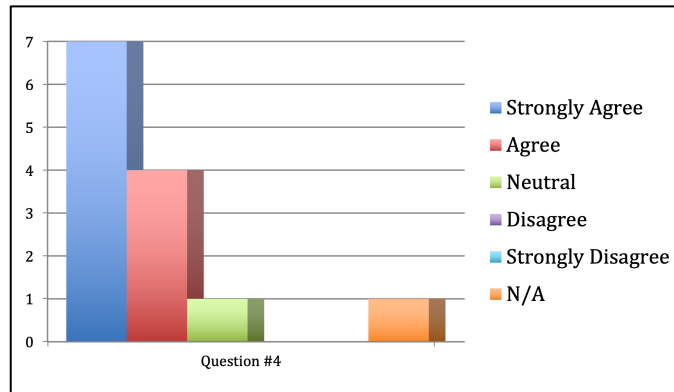
When rules or procedures were unclear, Amir sought reliable information to support informed decisions. His interventions were well timed, carefully considered, and particularly valuable in complex situations, providing balanced, insightful guidance that reflected a deep understanding of the committee's responsibilities.

Summary of Responses Indicating Need for Improvement:

Amir can at times be more focused on process than outcomes, and could further strengthen his effectiveness by balancing procedural considerations with the broader goals and desired outcomes of the NomCom.

Question #4: Effectively uses influence in an appropriate manner [For example – describe a situation in which the individual guided others, built consensus, and/or advocated effectively while maintaining professionalism] – **4.5**

Strongly Agree = 7
 Agree = 4
 Neutral = 1
 Disagree = 0
 Strongly Disagree = 0
 N/A = 1



Summary of Positive Comments:

Amir served as a facilitator rather than an influencer, using his extensive NomCom experience to provide guidance when it was most beneficial. He did not attempt to direct delegates toward particular positions but offered a framework for thinking through complex issues, emphasized the rules for reaching consensus, and helped the committee avoid potential mistakes.

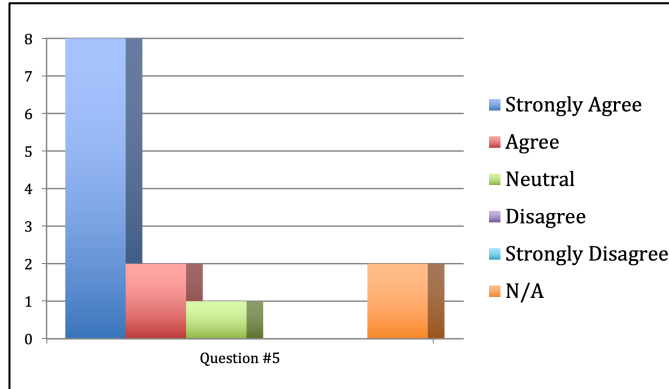
Amir was selective in his interventions and focused primarily on procedural guidance, drawing on his nine years of NomCom experience and institutional knowledge. His influence came from the quality of his observations, thoughtful advice, and the trust he built with delegates. He encouraged constructive debate, supported differing viewpoints, and contributed calmly and respectfully, including helping de-escalate difficult moments when needed.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #5: Is an effective leader [For example – discuss the individual's leadership style, ability to motivate others, build trust, and/or lead towards fulfilling the NomCom's mandate] – **4.6**

Strongly Agree = 8
Agree = 2
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 2



Summary of Positive Comments:

Amir demonstrated effective facilitation, sound judgment, and a respectful leadership style throughout the NomCom process. Rather than concluding on behalf of delegates, he asked thoughtful and critical questions that helped the committee reach its goals. He ensured that all opinions were respected and helped participants align around the issues being discussed.

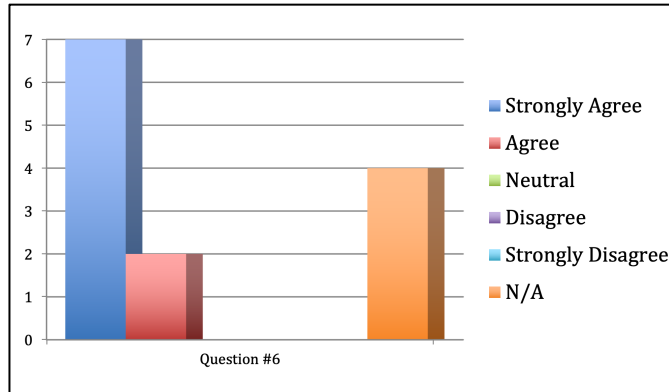
In his Associate Chair role, Amir maintained a lower-profile presence while providing continuity, support, and valuable perspective when needed. He appropriately deferred to the other leaders but intervened at the right moments with concise and constructive guidance to help discussions move forward. His humility, ability to bring out the best in others, and willingness to support the committee contributed positively to the process.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #6: Is a good listener [For example – describe whether, and if so how, the individual demonstrates: attentiveness in discussions, openness to feedback, and/or consideration of diverse viewpoints]
– 4.8

Strongly Agree = 7
Agree = 2
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 4



Summary of Positive Comments:

Amir demonstrated strong listening skills, patience, and thoughtful engagement throughout the NomCom process. He listened carefully in order to ask the right questions, allowed delegates to fully express their views, and took time to understand issues before responding. He often clarified questions by repeating them back to ensure a shared understanding.

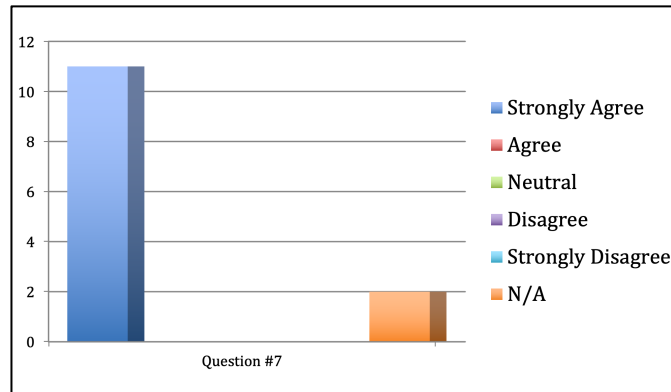
Although Amir was not always quick to respond, his interventions were well timed, concise, and focused. His ability to identify the right moments to contribute reflected careful consideration of the discussions and perspectives of committee members.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #7: Treats others with respect [For example – describe whether, and if so how, the individual has engaged with others in a courteous manner, fostered inclusive dialogue within the committee, and/or demonstrated openness and appreciation for different perspectives] – **5.0**

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



Summary of Positive Comments:

Amir was very respectful to others and demonstrated humility and professionalism in his interactions with delegates, candidates, and other members of the NomCom leadership team. He recognized and respected the diverse views within the group, ensured that different perspectives could be heard, and created an environment where delegates felt listened to and respected.

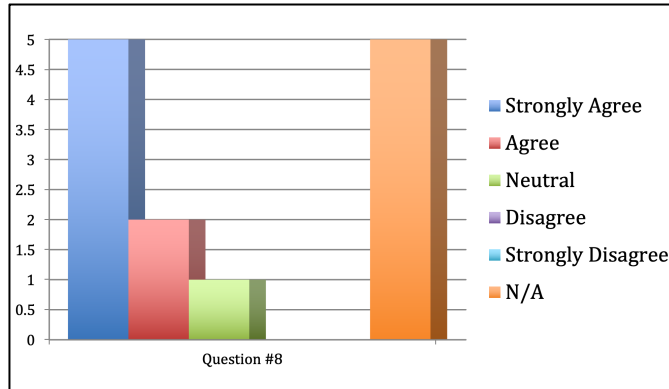
Amir intervened when necessary to ensure that candidate questions and discussions remained respectful and appropriate. Even under time pressures, he made time to answer questions, provide background for his contributions, and help redirect discussions that risked going off track while still allowing minority perspectives to be heard. His respectful approach and ability to support constructive dialogue were viewed as a strong example of leadership.

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 [For example – provide insight into whether the individual has shown reliability, follow-through on commitments, and/or ability to drive committee progress] – **4.5**

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



Summary of Positive Comments:

Amir provided valuable support as Associate Chair, helping keep delegates focused on the committee's goals and supporting the Chair and Co-Chair in guiding and improving the meetings. He ensured delegates understood their commitments, adapted agendas when needed, and provided guidance when challenges arose.

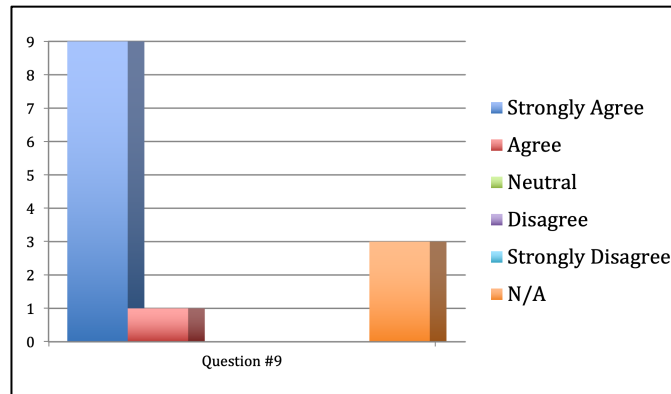
While he appropriately deferred primary responsibility for process and timelines to the Chair and Co-Chair, Amir remained aware of progress and stepped in when needed. His strong focus on process, timelines, and support for the leadership team contributed positively to the committee's work.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #9: Demonstrates impartiality and neutrality [For example – describe whether, and if so how, the individual has demonstrated fairness, avoidance of bias, and/or ability to set aside personal views in order to further the NomCom’s mandate] – **4.9**

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



Summary of Positive Comments:

Amir demonstrated exceptional impartiality and neutrality throughout the NomCom process. He did not take positions or advocate for particular viewpoints, instead keeping discussions focused on the committee’s mandate and supporting balanced deliberations.

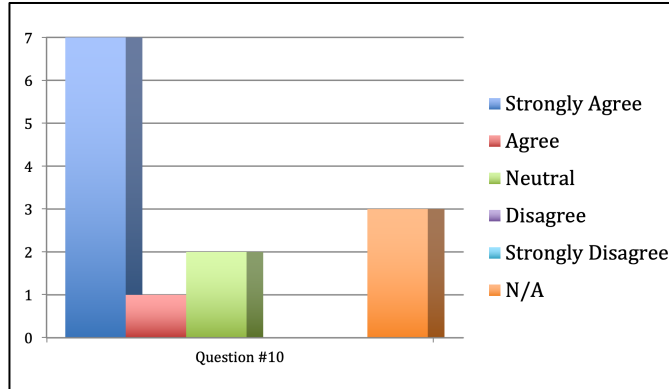
Amir explained options during votes, polls, and discussions in a neutral manner, allowing sufficient time for understanding and consideration. His measured interventions, fairness, and commitment to avoiding bias contributed significantly to the integrity of the NomCom process.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #10: Demonstrates an understanding of the values a candidate would bring to the leadership position for which they are being considered – 4.5

Strongly Agree = 7
Agree = 1
Neutral = 2
Disagree = 0
Strongly Disagree = 0
N/A = 3



Summary of Positive Comments:

Amir demonstrated a strong understanding of the leadership attributes, roles, and requirements associated with the positions under consideration. Drawing on his nine years of NomCom experience, he provided valuable institutional knowledge and helped explain the profiles, skills, job descriptions, and evaluation criteria for each position.

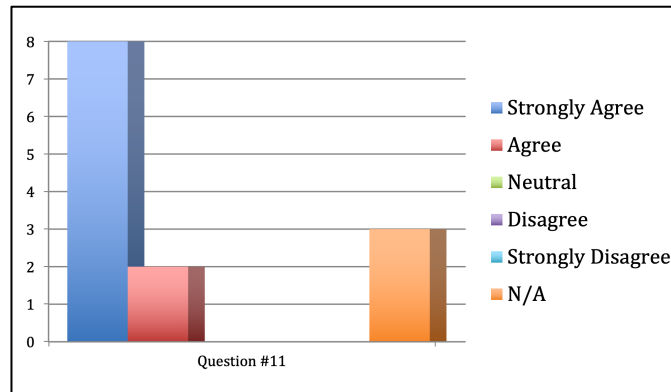
Amir's experience enabled him to supplement discussions with important context about the expectations of the roles and the requirements established by the NomCom and respective SO/ACs.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Question #11: Demonstrates an understanding of the criteria the NomCom uses to select a candidate for a given leadership position – 4.8

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



Summary of Positive Comments:

Amir demonstrated a strong understanding of the NomCom selection criteria, responsibilities, and processes used for candidate evaluation. He effectively referenced job descriptions, explained the profiles and skills required for each position, and supplemented discussions with additional context on evaluation criteria.

Utilizing his extensive NomCom experience and ability to clearly explain complex concepts, Amir helped delegates better understand the requirements of each role. His knowledge and experience were highly valued, and he appropriately shared his expertise when needed while maintaining the appropriate leadership balance.

Summary of Responses Indicating Need for Improvement:

There were no comments.

RESULTS FROM THE INTERVIEW SESSION

Questions asked included...

Expansion and/or clarification is asked for responses to the 11 questions in the Written Evaluation questionnaire.

- All expansion and/or clarification of individual's written evaluation responses were noted and updated. Any clarifications of scoring responses were also noted and updated.
1. How well did this member of the NomCom leadership team interact with both ICANN Staff and the NomCom delegates?

Summary of Positive Comments:

Amir provided valuable support to the NomCom as Associate Chair, bringing extensive ICANN experience, institutional knowledge, and a calm, thoughtful presence to the process. Although he intentionally remained in the background to allow the Chair and Chair-Elect to lead, he stepped in at appropriate moments to provide guidance, share experience, explain processes, and help put discussions into context.

Amir was highly respected for his knowledge of NomCom procedures, bylaws, and history. He often helped delegates understand options, potential outcomes, and the implications of different approaches, drawing on his experience and academic ability to explain complex issues clearly. His interventions were timely, thoughtful, and focused on helping the group move forward.

Amir maintained respectful and professional relationships with ICANN Organization staff and delegates. He was particularly valued for his ability to calm tensions, summarize issues, bring people together, and provide balanced advice without overstepping the roles of the Chair or Chair-Elect. While his participation was often remote and less visible, his contributions provided continuity, guidance, and significant value to the committee.

Summary of Responses Indicating Need for Improvement:

Amir had some challenges attending in-person meetings, including last-minute visa issues, and missed three of the four in-person sessions. As a result, much of his interaction with the NomCom was through Zoom, WhatsApp, and behind-the-scenes engagement through the leadership channel.

In this role, Amir was more of an observer and advisor, providing guidance and support to the leadership team when needed. Despite his limited in-person presence, he remained engaged and contributed through thoughtful advice and discussions with the leadership group.

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):

Summary of Positive Comments:

When Amir contributed as a leader, he provided valuable guidance, historical context, and perspective drawn from his previous experience as Chair. He was particularly influential during key moments in the NomCom process, helping address tensions and difficult situations by explaining how similar issues had been handled in previous years.

Amir approached discussions by ensuring delegates had the necessary background and context to understand the issues being considered. He took care to provide details and information so that everyone was equipped to participate effectively and make informed decisions.

Summary of Responses Indicating Need for Improvement:

There were no comments.

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

Summary of Positive Comments:

As the former Chair, Amir brought valuable experience and management perspective when needed while appropriately reserving his comments in his Associate Chair role. He provided thoughtful advice, particularly to newer delegates, and served as an advisor and contributor when the committee needed additional guidance.

Amir encouraged the NomCom to take care in evaluating candidates and avoid eliminating candidates too quickly, ensuring that they had sufficient opportunity to be assessed through the process. His willingness to step back demonstrated maturity and respect for the roles of the other leaders. He was precise, knowledgeable, and focused on maintaining a fair and transparent process, working effectively with the leadership team.

Summary of Responses Indicating Need for Improvement:

There were no comments.

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

Summary of Positive Comments:

Amir demonstrated strong maturity in his role as Associate Chair, operating primarily in an advisory capacity. He maintained a low-key approach, providing support and guidance without attempting to influence the NomCom process or “put his thumb on the scale” as a leadership member.

His approach helped ensure an unbiased and fair process while respecting the roles and responsibilities of the other leaders.

Summary of Responses Indicating Need for Improvement:

There were no comments.

Nominating Committee Leadership Evaluations – 2026 Amir Qayyum (Associate Chair)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
52.2	5.0	4.8	4.8	4.5	4.6	4.8	5.0	4.5	4.9	4.5	4.8

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.