



Submitted by TTG Consultants

ICANN NOMCOM LEADERSHIP EVALUATION FOR JAMES GANNON

SUMMARY OF COMMENTS

Evaluation Conducted in June & July, 2026

ICANN NOMCOM LEADERSHIP EVALUATIONS REPORT FOR JAMES GANNON (CHAIR-ELECT)

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 - 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 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; 14 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: **49.5 out of 55**

Combined Question Average Rating = **4.5 out of 5**

Ratings Totals:

Strongly Agree = 91

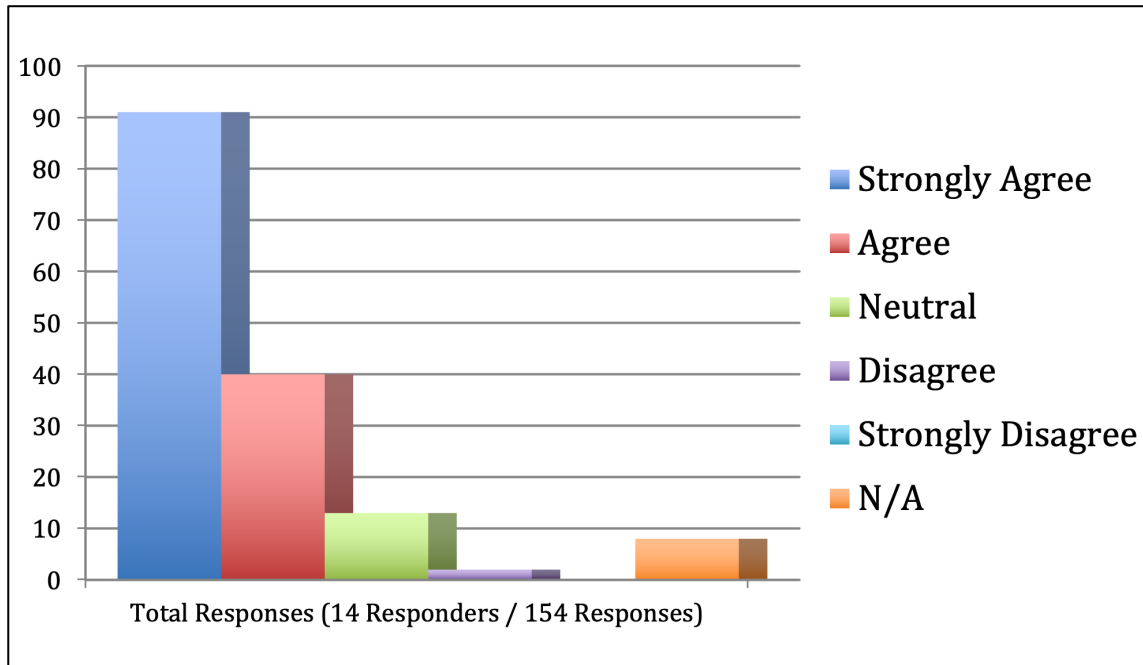
Agree = 40

Neutral (Neither Agree Nor Disagree) = 13

Disagree = 2

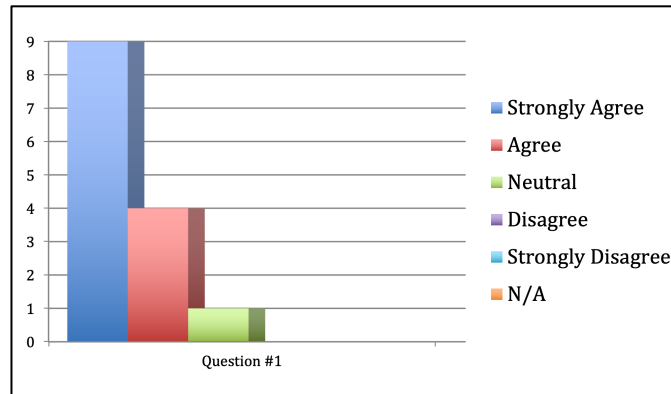
Strongly Disagree = 0

N/A = 8



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] –
4.6

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



Summary of Positive Comments:

James consistently demonstrated honesty, integrity, and high ethical standards throughout the NomCom process. He was clear in communicating the standards and values he expected, consistently reminded members of the rules when necessary, and took strong positions to protect the integrity of the process. He acted transparently, remained neutral in his role as Chair-Elect, and provided additional sessions to clarify processes when ambiguities arose.

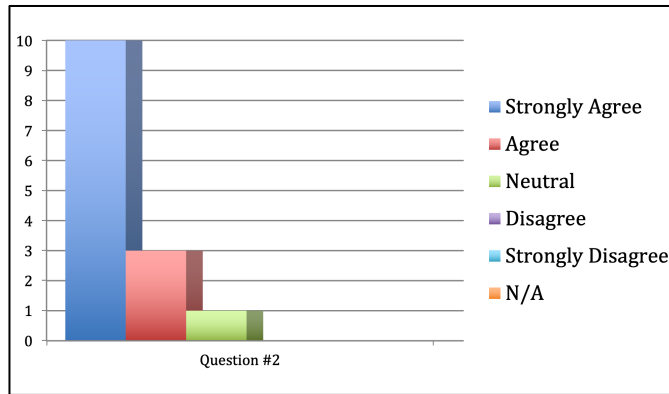
James appropriately managed potential conflicts of interest, including recusing himself when necessary, and there was no indication that his conduct compromised his fairness or ethical standards. His interventions were measured and appropriate, reflecting a genuine commitment to upholding the integrity, transparency, and fairness of the NomCom process.

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] – **4.6**

Strongly Agree = 10
Agree = 3
Neutral = 1
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

James communicated openly, honestly, and candidly throughout the NomCom process. He expressed his views clearly when appropriate, explained the rules and procedures, and engaged constructively in discussions while remaining focused on the integrity of the process.

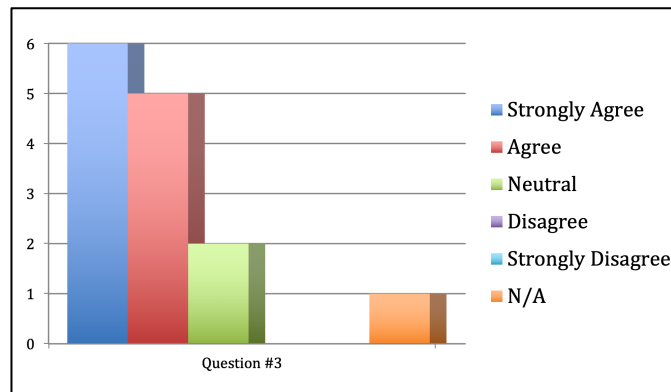
James consistently declared potential conflicts of interest and recused himself when appropriate. James remained neutral in his role as Chair-Elect, focused on procedure, and demonstrated a strong commitment to transparency, openness, and ethical decision-making.

Summary of Responses Indicating Need for Improvement:

As James continues to develop as a leader and potential Chair, he could further strengthen his effectiveness by balancing his direct approach with greater diplomacy. In particular, addressing sensitive matters through private discussions before they become wider group issues, could help improve effectiveness and collaboration.

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] – **4.3**

Strongly Agree = 6
 Agree = 5
 Neutral = 2
 Disagree = 0
 Strongly Disagree = 0
 N/A = 1



Summary of Positive Comments:

James consistently demonstrated good judgment, thoughtful decision-making, and a practical approach throughout the NomCom process. He consulted with other leaders, helped delegates navigate complex or unclear situations, and proactively identified issues requiring careful consideration, including circumstances involving subjectivity or challenges outside the normal candidate selection process.

A significant example was the unexpected passing of an ICANN Board member shortly before the final polling and voting process, which created a potential issue regarding the bylaw-mandated regional representation requirements for the Board. James and the leadership team proactively identified the implications, developed discussion points, and helped delegates make informed decisions.

When rules or processes were unclear, James sought reliable information to support sound decisions. He provided thoughtful perspectives on complex matters, remained highly process oriented, and consistently demonstrated strong judgment in helping the NomCom move forward.

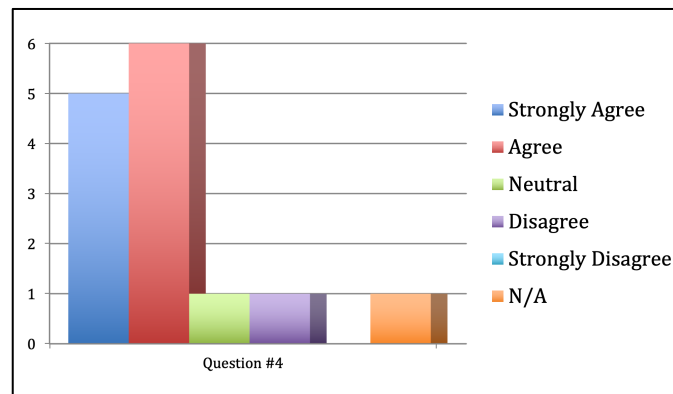
Summary of Responses Indicating Need for Improvement:

James could further strengthen his leadership effectiveness by balancing adherence to established NomCom processes with openness to evolving approaches. At times, he appeared somewhat reliant on how things had been done in the past, and his direct style could be perceived as less diplomatic than others on the leadership team.

As a future Chair, James would benefit from continuing to refine the balance between maintaining procedural integrity and facilitating discussion when the committee seeks to adapt or improve processes.

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] – **4.2**

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



Summary of Positive Comments:

James provided effective leadership by guiding delegates toward consensus while maintaining neutrality and allowing the process to work. He helped resolve difficult situations, including addressing conflicts constructively and supporting discussions that led to agreement.

James was committed to advancing the committee's objectives and achieving positive outcomes. As he takes on greater leadership responsibilities, he should continue to rely on dialogue, active listening, and consensus-building. His ability to express strong views while remaining open to the collective outcome was recognized as a positive leadership quality.

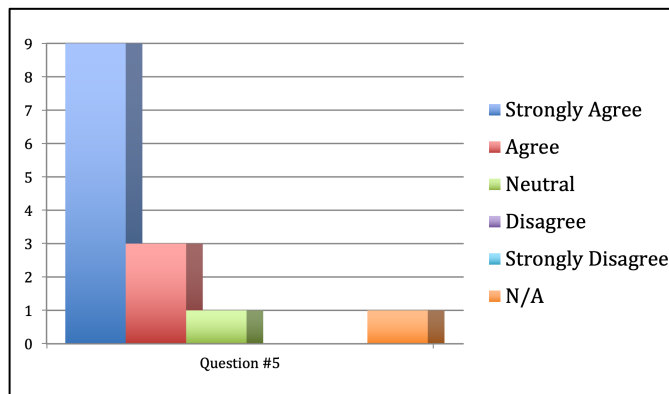
Summary of Responses Indicating Need for Improvement:

James could improve his effectiveness by showing greater flexibility and adapting his communication style when working with delegates. At times, his direct approach and strong views on certain matters were perceived as too forceful, creating a feeling that delegates were being told what to think or do rather than being guided through discussion and consensus-building.

There was also feedback that some delegates found it difficult to navigate the forms and processes involved, and that additional guidance and support would have been helpful. In some instances, comments or questions raised by delegates were perceived as being met defensively or as criticism rather than as opportunities for clarification and improvement. A more open and supportive approach to questions and feedback could help create a more comfortable environment for delegates and strengthen collaboration.

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



Summary of Positive Comments:

James demonstrated strong leadership throughout the NomCom process, effectively guiding delegates to focus on the task at hand and complete the work required. He was practical, consistent, and committed to ensuring that sessions were well managed, with clear explanations of rules and expectations, respect for all opinions, and effective use of time.

James motivated delegates, built trust, and encouraged participation and collaboration. He invested significant effort in improving processes, streamlining knowledge and experience across the NomCom, and developing approaches that made the work easier for delegates to follow. His willingness to explore new approaches and technologies, including the use of AI, and his strong collaboration with staff demonstrated initiative and commitment to continuous improvement.

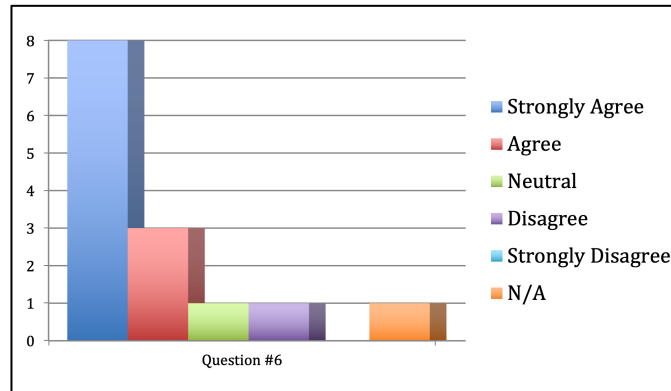
Overall, James was viewed as a dedicated, fair, and effective leader with strong potential for future Chair responsibilities. His passion, work ethic, and ability to inspire the group were recognized as important strengths.

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]
– 4.4

Strongly Agree = 8
Agree = 3
Neutral = 1
Disagree = 1
Strongly Disagree = 0
N/A = 1



Summary of Positive Comments:

James demonstrated strong listening skills and was consistently attentive and approachable throughout the NomCom process. He made sure delegates had the opportunity to speak, share their perspectives, and be heard without being dismissed.

James listened carefully, showed clear understanding of the points raised, and provided thoughtful guidance on possible solutions. His respectful and supportive approach helped delegates feel valued and encouraged open discussion.

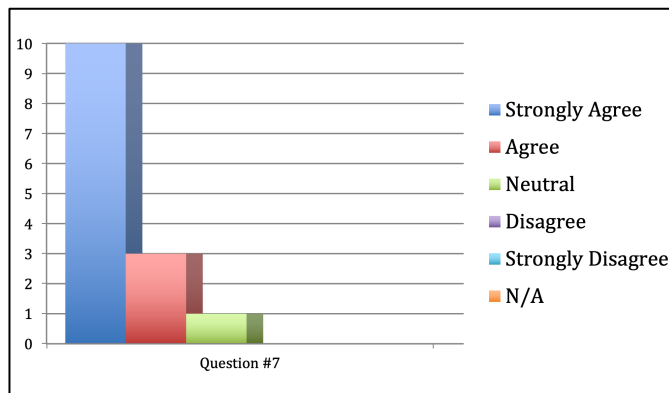
Summary of Responses Indicating Need for Improvement:

James is generally a good listener and demonstrates attentiveness to delegates' views. However, there are occasions when his strong opinions are expressed in a way that can make discussions more challenging. A more diplomatic approach, with greater emphasis on persuasion and consensus-building, could improve his effectiveness.

As James continues to develop as a leader, he could further strengthen his listening skills by focusing not only on what is said, but also on the broader dynamics and concerns within the committee. Being more aware of the “temperature of the room” and maintaining a consistently neutral approach would help him facilitate discussions more effectively.

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] – **4.6**

Strongly Agree = 10
 Agree = 3
 Neutral = 1
 Disagree = 0
 Strongly Disagree = 0
 N/A = 0



Summary of Positive Comments:

James consistently demonstrated courtesy, respect, and openness in his interactions with delegates, leadership, candidates, and staff. He encouraged inclusive dialogue, ensured diverse perspectives were considered, and helped maintain a respectful environment, including when cultural differences or communication styles created challenges.

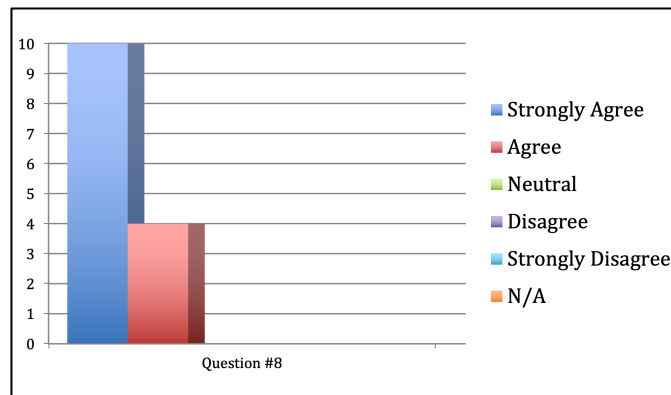
James was viewed as approachable, kind, and respectful of diversity in all forms. His ability to build strong working relationships, particularly with staff, contributed positively to collaboration within the committee. Even in his Chair-Elect role, when providing leadership and guidance, he maintained a cordial and supportive approach.

Summary of Responses Indicating Need for Improvement:

While James is respectful of delegates, candidates, and others, his direct communication style can occasionally be perceived in a way that may not fully convey that respect. A more balanced approach that combines directness with greater sensitivity in certain situations could help ensure his intent is consistently understood.

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] – **4.7**

Strongly Agree = 10
Agree = 4
Neutral = 0
Disagree = 0
Strongly Disagree = 0
N/A = 0



Summary of Positive Comments:

James consistently demonstrated a strong sense of responsibility, reliability, and commitment to the NomCom process. He came well prepared, took initiative, followed through on commitments, and invested significant time and effort to help the committee achieve its objectives within the required timelines. He maintained a strong focus on keeping the committee on schedule without compromising the quality of its work.

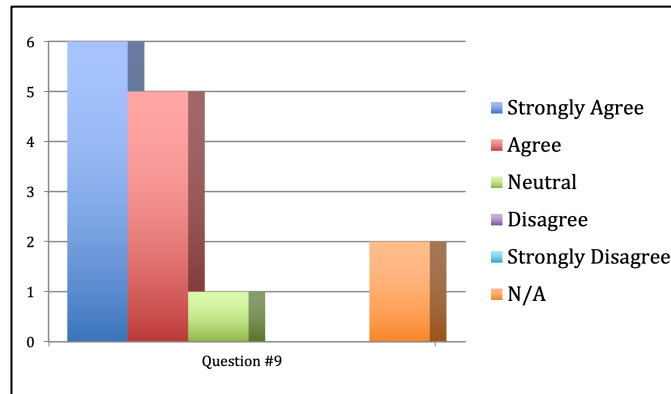
James was adaptable when circumstances changed, willing to adjust leadership decisions in response to delegate feedback, and effectively managed agendas to meet deadlines. He also took on a significant share of the workload, provided additional training sessions to explain the process and procedures, and helped delegates understand their responsibilities and how the committee deliberated. His dedication, efficiency, and process-oriented approach contributed significantly to the successful completion of 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] – **4.4**

Strongly Agree = 6
 Agree = 5
 Neutral = 1
 Disagree = 0
 Strongly Disagree = 0
 N/A = 2



Summary of Positive Comments:

James consistently demonstrated fairness, impartiality, and a strong commitment to avoiding bias throughout the NomCom process. He remained focused on the committee’s mandate, ensured discussions centered on process rather than individual interests, disclosed potential conflicts of interest, and recused himself when appropriate. He did not advocate for candidates and consistently sought to set aside personal views in support of balanced deliberations.

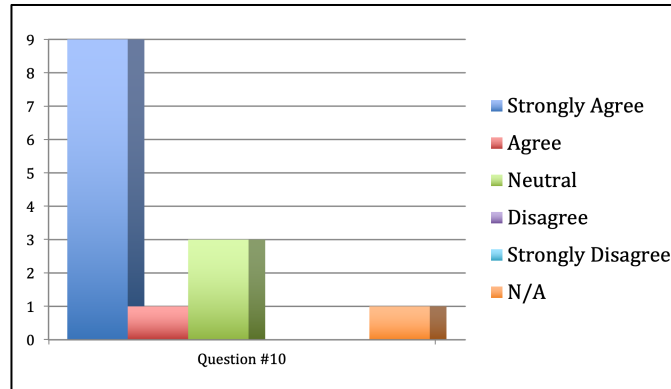
Summary of Responses Indicating Need for Improvement:

James is generally regarded as fair-minded, impartial, and committed to the integrity of the NomCom process. However, there were occasions when his passion for the issues led him to express his personal views more directly, which caused some delegates to perceive him as less neutral than intended.

As he prepares for a potential future Chair role, continuing to strengthen visible neutrality, particularly when facilitating discussions, would further enhance his leadership effectiveness and reinforce confidence in his impartiality.

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



Summary of Positive Comments:

James demonstrated a strong understanding of the leadership qualities, responsibilities, and values required for the positions under consideration. He helped delegates evaluate candidates by reinforcing job profiles, relevant criteria, and guidance from the Board Governance Committee.

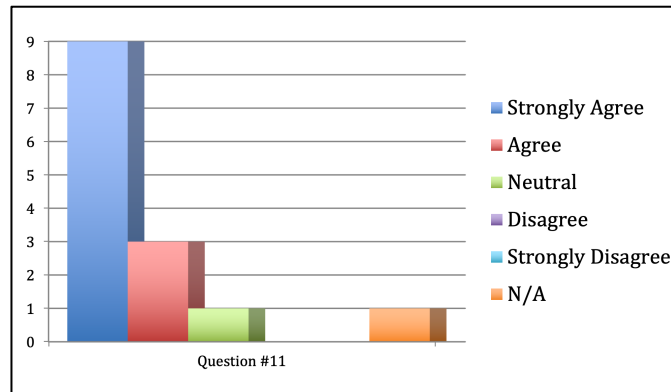
His experience, particularly with the Public Technical Identifiers (PTI) Board, was valuable in helping delegates understand the way the PTI Board and its directors work. James showed a strong commitment to the NomCom process, with thorough preparation, knowledge of relevant materials, and a clear focus on following established procedures and timelines.

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 – 4.6

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



Summary of Positive Comments:

James demonstrated a strong understanding of the requirements, responsibilities, and selection criteria for each position under consideration. His experience as a NomCom appointee, NomCom delegate, and Board member gave him valuable insight into the qualities and competencies needed for leadership roles.

James consistently explained the profiles and expectations for each position and applied the criteria established by the assessment process. His knowledge of NomCom procedures, Board responsibilities, and SO/AC recommendations helped guide delegates through the candidate evaluation process. At times, he relied heavily on the established rubrics as the primary framework for assessment.

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:

James worked exceptionally well with ICANN staff and NomCom delegates, demonstrating strong communication, collaboration, and leadership throughout the process. He built excellent rapport, maintained respectful and collegial relationships, and served as an effective liaison between leadership, staff, and delegates. He was proactive, approachable, and attentive to the needs and engagement levels of others.

James showed strong initiative in improving the NomCom process. When the pace of the process created challenges for newer delegates, he developed and delivered additional training materials and sessions to strengthen onboarding and help delegates better understand procedures and expectations. He also worked on documenting processes, criteria, and institutional knowledge to create a more effective reference model for future NomCom cycles.

As Chair-Elect, James demonstrated a strong understanding of his role and worked effectively with the Chair, complementing the Chair's leadership while respecting boundaries. He intentionally restrained his own views when appropriate, supported discussions, and helped maintain focus and progress. The transition between Chair and Chair-Elect responsibilities was seamless.

James was consistently respectful, constructive, and attentive in his interactions. He listened to delegates, provided thoughtful guidance, identified areas for improvement, and helped the group navigate challenges by offering practical solutions. His ability to keep meetings organized, maintain focus, and build consensus were recognized as qualities that would support him well in a future Chair role.

Summary of Responses Indicating Need for Improvement:

James demonstrated a strong commitment to fairness, process integrity, and protecting the principles of the NomCom process. However, there were occasions where his strong focus on process, established procedures, and consistency resulted in a communication style that some delegates experienced as overly formal, defensive, or less flexible than desired.

One incident involved a discussion after a candidate interview, where delegates suggested that it would be useful to better understand how candidates might behave as Board members. A comment was made about a candidate, and James reacted strongly, raising concerns that the comment could potentially relate to a candidate disability and therefore create a human rights issue. James became upset during the exchange and had to be calmed down. Some delegates felt that the response was disproportionate and would have preferred a more measured discussion to better understand the intent behind the comment.

There was also feedback that James and the leadership team could have been more flexible when considering proposed improvements to the NomCom process. While his focus on fairness and consistency was recognized as a strength, some delegates felt there was an unwillingness at times to consider changes because of concern about departing from how things had traditionally been done.

One example related to the candidate rejection communications sent after the first round of candidate eliminations. A generic letter was sent thanking applicants for their time and explaining that, although their qualifications were strong, the large number of applicants required the pool to be narrowed. Some delegates felt this wording was not fully genuine because the size and competitiveness of the applicant pool varied across different ICANN community groups. They suggested that separate letters could have been developed for different groups, so that the communication more accurately reflected the circumstances of each candidate group. The leadership team's position was that a single standardized letter was preferable and that communications would not be tailored to specific individuals or groups. Some delegates felt that more flexibility could have been applied in this area.

As James continues to develop as a leader, he could strengthen his effectiveness by balancing his strong process orientation with greater diplomacy, empathy, and openness to alternative approaches. Providing more explanation behind decisions, particularly when working with a culturally diverse group of delegates, would help others better understand his reasoning and feel more included in the process.

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:

James demonstrated a collaborative and people-focused leadership style, with strong awareness of the needs and dynamics of the NomCom. He was attentive to when delegates needed support or a break, approachable and available, and created an environment where delegates felt supported to do their work. He worked well with both delegates and ICANN staff and was consistently willing to provide assistance when needed.

James is a process-driven and thorough leader who clearly communicated expectations, deliverables, and procedures. He used presentations and structured guidance to help delegates understand the NomCom process and keep the group focused on achieving its objectives. He was willing to address issues directly, take responsibility, and identify practical solutions to move the work forward.

James appropriately disclosed conflicts of interest and recused himself when necessary, demonstrating commitment to fairness and unbiased decision-making. He was viewed as intelligent, innovative, and willing to introduce new approaches. While his full leadership style was not always visible in his Chair-Elect role, many felt his collaborative approach, commitment, and ability to support others would position him well as a future NomCom Chair.

Summary of Responses Indicating Need for Improvement:

James could further strengthen his leadership by ensuring that his neutrality is consistently visible, particularly when discussing candidates and participating in post-interview evaluations. There was feedback that, on occasion, his comments about potential candidates could be perceived as going beyond a neutral facilitator role, creating a possible perception of bias. It was also noted by some delegates the importance that all candidates are assessed through the agreed process, including asking the established interview questions consistently, to avoid any perception of unequal support or influence.

While James' ability to bring structure, discipline, and clarity to the NomCom process was recognized as a strength, he could balance this with a slightly softer leadership style and create more space for discussion, delegate input, and consideration of alternative approaches.

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

Summary of Positive Comments:

James demonstrated strong management and organizational skills throughout the NomCom process. He helped keep meetings on schedule, ensured delegates remained focused, and contributed to an efficient process. He was effective at delegating responsibilities while also being willing to take on significant work himself.

James was highly prepared, detail-oriented, and proactive in anticipating challenges. He handled complex situations well, including circumstances where candidates became unavailable, by developing contingency plans and ensuring the process could continue smoothly. He balanced a strong commitment to rules and procedures with an ability to maintain flexibility when needed.

James created a comfortable and respectful environment where delegates could contribute, while also keeping discussions focused and productive. He was skilled at identifying when conversations moved off track and bringing the group back to the key issues. His focus on continuous process improvement, strong preparation, and ability to manage challenges constructively were recognized as significant strengths.

Summary of Responses Indicating Need for Improvement:

James could improve by providing more deliberate explanations and taking more time to get his points across. He can be very direct in his presentations and would benefit from allowing more time to consider different perspectives before forming conclusions.

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

Summary of Positive Comments:

James demonstrated strong time management, preparation, and organizational skills throughout the NomCom process. He worked closely with ICANN Organization staff and the leadership team to support the work, improve efficiency, and ensure deadlines were met, often ahead of schedule.

James was highly prepared for meetings, bringing detailed data, statistics, charts, and presentations to support discussions. He was thorough in his approach, attentive to process details, and effective at keeping agendas moving and ensuring productive use of time.

Summary of Responses Indicating Need for Improvement:

James can at times come across as imperious, which can create challenges. He could benefit from further development in this area, particularly as he continues in a leadership role.

Nominating Committee Leadership Evaluations – 2026 James Gannon (Chair-Elect)

Overall Score	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11
49.5	4.6	4.6	4.3	4.2	4.6	4.4	4.6	4.7	4.4	4.5	4.6

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.