CEO Selection Criteria

Dakar, Senegal
24 October 2011
Purpose of this session

• To inform community of CEO search process
• To share with you the Board’s view of overarching principles and criteria for selection
• To solicit community opinion at this session
• To suggest how you can provide your opinion
• How you can help the process
  – Let us know what you think
  – Reach out to and encourage excellent candidates
Board CEO Search Committee

• George Sadowsky, Chair
• Cherine Chalaby
• Steve Crocker
• Bertrand de la Chapelle
• Chris Disspain
• Erika Mann
• Ray Plzak
• Ramajasekar Ramaraj
Expected Time Line

• Refine criteria desired (October, November)
• Engage search expertise (November)
• Candidate search and selection process (November – April)
  – Expressions of interest accepted (December - )
  – All applications will go through uniform process
• New CEO announcement (May)
• New CEO takes office (July 1, 2012)
Obtaining Input to Criteria

• Input welcome from everyone
  — During this session
  — By e-mail to search committee
    • Will not be distributed outside the committee
    • ceosearch2012 ‘at’ icann.org

• Input accepted through November 15, 2011
Some caveats

• ICANN is not a typical for-profit. or not-for-profit, organization

• No one person will meet all criteria set forth

• Of all criteria, which are most important? What distribution of characteristics and skills are most desirable?
CEO Search criteria

• Four dimensions:
  – **Technical** – understanding of the global Internet's systems of unique identifiers
  – **Community** – understanding of the political and technical environment and the various groups that make up the Internet ecosystem
  – **Management & Leadership skills** – ($60m budget, 130 people, offices around the world, diverse board)
  – **Personal skills and values** – (communication, trust, rapport, motivation, etc.)
Technical: Internet Architecture Knowledge

• understanding of the global Internet's systems of unique identifiers
  a) Domain names (forming a system referred to as "DNS");
  b) Internet protocol ("IP") addresses and autonomous system ("AS") numbers; and
  c) Protocol port and parameter numbers.
Technical: Institutional Knowledge

- understanding of (from bylaws) and familiarity with
  - gTLD registries and registrars;
  - ccTLD registries;
  - IP address registries;
  - Internet technical standards and protocols;
  - The various policy-development procedures, and the public interest;
  - And the broad range of business, individual, academic, and non-commercial users of the Internet;
Community: Industry Institutions

• Understand the existing environment of organisations involved in the development of the Internet and Internet applications
  – IETF
  – ISOC
  – W3C

• Other standards bodies
  – ETSI, ITU, ISO, Unicode
Community: International Awareness

• Understand the Government stakeholders in Internet governance
  – UN members states versus multi-stakeholder ICANN
  – IGF and WSIS environment for Internet Governance discussions

• Experience in interacting with a range of cultures, multiple languages and multiple scripts
Community: Sensitivity to Values

• Ability to build confidence and trust in the organisation by outside parties through:

  – Achieving operational excellence
  – Fostering respect for the bottom up, inclusive multi-stakeholder model
  – Understanding the natural tensions between protection of Intellectual Property rights, privacy, and freedom of speech
Management & Leadership

• Able to manage an organisation with a budget of US $60m, 130 staff, multiple officers, multi-cultural staff
• Able to work effectively with a large distributed set of volunteers that develop ICANN policy in a bottom up process
• Able to manage large programs - e.g new gTLDs
• Able to effectively delegate to and guide senior managers
• Able to manage an organisation in rapid growth in terms of complexity of issues, number of programs, number of staff, number of offices
• Able to manage key contracts, e.g. IANA contract
Management & Leadership

• Able to prioritize and manage resources in an environment of working with stakeholders that have different priorities
• Able to build consensus – particularly with respect to organization vision and strategy
• Able to attract and retain key staff
• Able to use thought leadership skills to advise the Board and the community
Management & Leadership

• Able to work with and and establish a relationship of mutual trust with a large culturally diverse Board and community
• Able to keep the Board and community informed and up-to-date on key issues
• Able to take advantage of the skills on the board and in the community
• Able to listen and act on the Board’s guidance
Personal Skills and Values

• Excellent communication skills
  – Able to adjust communication style to match the culture of different groups
  – Strong listening skills
  – Public speaking skills
  – Negotiating skills – able to work toward win-win situations
  – People networking skills – able to build strong personal relationships across the multi-stakeholder environment
Personal Skills and Values

• Show empathy for others from a variety of different backgrounds
• Understand ICANN’s role vis-à-vis that of other organizations in managing components of the Internet
• Align with core ICANN values including integrity, trust, humility, technical excellence, and acting in the public interest
• Embody the multi-stakeholder value system and work within it
Thank you

CEO Search Committee e-mail:
ceosearch2012 ‘at’ icann.org

Now, your thoughts ...