

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 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 ...