



Core Competence Profile expected from members

Prerequisites and assumptions

- **Ethical standards:** to be fully compliant with general standards of business ethics (please integrate a declaration in that sense in the motivation letter)

General minimum criteria

- **Leadership qualities and strategic vision:** to possess the skills and capacity required to build and evolve a strategic vision by conceptualizing key trends, supporting high-quality dialogue, demonstrating commitment and perseverance, while remaining constructively critical towards established patterns and any group mindset
- **Management and organization:** the candidate, as a generalist, must be capable of apprehending two managing dimensions:

« Control »: Balance Sheets and P&L – company structure and organization – use and/or protection of assets – optimal use and allocation of resources, incl. human resources – risk management -ESG/sustainability and digital transformation

« Development »: general business acumen, capability to « push » the organization towards growth and its staff towards excellence, understanding and promoting transformation

- **Flexibility and adaptability:** the ability and availability to perform the required tasks, coupled with a readiness to learn on an ongoing basis

Variable criteria

- Wide **experience** and in-depth **industry knowledge** at a technical, legal, fiscal and financial level, including knowledge of the risks inherent to the activities and techniques used to manage these;
- **In-depth experience** of **Management and Organization** dimensions
- **International exposure:** international experience, gained through brief or extended periods of education or employment outside Belgium and/or through previous senior relations involving extensive international professional contacts;
- **Public affairs:** familiarity with public and policy-making forums insofar as they affect business in general or the sector in which the enterprise is operating