

Archetypes		External Governance / Board Members / Other Committees	
Example roles		Chairman, Non-Executive Director, Executive Coach, Board Advisor, Governance Committee Member, Environmental and Social Impact Committee Member, Diversity and Inclusivity Committee Member.	
Level		Senior management	
PROFICIENCY LEVELS			
Professional values and attitudes	Ethics		
	Personal Ethics		3
	Business Ethics		3
	Professional Ethics		3
	Lifelong Learning		
	Self-Development		3
	Adaptive mindset		3
	Inquisitiveness		3
	Citizenship		
	Personal Citizenship		3
	Business Citizenship		3
	Professional Citizenship		3
	Global Citizenship		3
Enabling and Future Competencies	Business Acumen		
	Planning and Organising		3
	Business internal environment		3
	Business external environment		4
	Digital Acumen		
	Interdigital Relationships **		3
	Digital Affinity **		3
	Data analytics		
	Cyber security		
	Digital Impact **		
	Digital Familiarity **		
	Database Management		
	Decision-Making Acumen		
	Analytical Thinking		3
	Integrated thinking		3
	Effective Decision-making		3
	Professional skepticism		
	Problem Solving		4
	Strategic Thinking		3
	Critical Thinking		4
	Innovative Thinking		4
	Entrepreneurial Thinking		4
	Numerical Reasoning		
	Professional skepticism		4
	Relational Acumen		
	Communication skills		3
	Teamwork / People skills		2
	Emotional Resilience		3
Self-management		3	
Emotional Regulation		2	
Managing others			
Leadership skills		4	
Relationship-building skills		4	
Emotional Display			
INPUTS			
Strategy and governance to create sustainable value			
Tax Planning			
Financial Management			4
Tax Planning			
Governance Model			4

Technical Competencies	Business Strategy	4
	BUSINESS ACTIVITIES	
	Stewardship of capitals: business processes and risk management	
	Reporting Fundamentals	
	Risk and Asset Management	4
	Business System Applications	
	Review, Analyse and Monitor	4
	Business Processes Implementation	
	Change Management	
	Decision-making to increase, decrease or transform capitals	
	Internal Financial Decision-making	
	Investment Decisions	4
	Stakeholder Management	4
	Resource Mobilisation	
	Managing uncertainty	4
	Operational Decision-making	
	Design and Innovate	
	Project Implementation	
	Drawing Conclusions	
	OUTPUTS LEADING TO OUTCOMES	
	Reporting on value creation	
	External Financial Decision-making	
	Providing Advice	4
Compliance		
Tax governance		
Laws and regulations	2	
Assurance and related services		
Assurance Engagements		
Quality Assurance		
Audits of Historical Financial Statements		