

# The top 12 attributes and characteristics of high functioning Non-Executive Directors

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| <b>Emotional Intelligence</b>   |
| Awareness of self and others; emotional understanding, empathy and management                                     |
| <b>Questioning</b>  |
| Effectiveness, relevance, structure, clarity, tone, tenor   |
| <b>Insight</b>  |
| Contributes to greater understanding and knowledge  |
| <b>Judgement</b>  |
| Discerning, wise, brings perspective, appropriately informed  |
| <b>Critical and Analytical Thinking</b>   |
| Reasoned views, judgements & conclusions, identifies assumptions; frames plausible hypothesis                     |
| <b>Intellectual Curiosity and Breadth</b>   |
| Widely informed and aware, continuous learner   |
| <b>Intellectual Humility</b>  |
| Openness to new ideas and different perspectives, asks for and acts on feedback, recognises others' contributions |
| <b>Listening and Communication</b>  |
| Articulate, measured, structured, understood  |
| <b>Contribution to Board Dynamic</b>  |
| Strengthens the board dynamic and board member relationships  |
| <b>Leadership Example</b>   |
| Sound leadership role modelling and messaging   |
| <b>Diversity Response</b>   |
| Openness, respect, acceptance and patience with difference  |
| <b>Quality of Relationships</b>   |
| Develops and maintains sound and effective relationships  |