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**Annex III**

**Skills**

This is a non-exhaustive list of the relevant skills referred to in paragraph 62 which the institution should consider using when performing the suitability assessments:

**a. Authenticity:** the person is consistent in word and deed and behave in accordance with his or her own stated values and beliefs. He or she openly communicates his or her intentions, ideas and feelings, encourages an environment of openness and honesty, and correctly informs supervisors of the actual situation, at the same time acknowledging risks and problems.

**b. Language:** the person is able to communicate orally in a structured and conventional way and write in the Greek language or the working language of the institution's location.

**c. Decisiveness:** the person takes timely and well-informed decisions, by acting promptly or by committing to a specific course of action, for example by expressing his or her views and not procrastinating.

**d. Communication:** the person is capable of conveying a message in an understandable and acceptable manner and in an appropriate form. He or she focuses on providing and obtaining clarity and transparency in communication and encourages active feedback.

**e. Judgment:** the person is capable of weighing up data and different courses of action and coming to a logical conclusion. He or she examines, recognises and understands the essential elements and issues. He or she has the breadth of vision to look beyond his or her own area of responsibility, especially when dealing with problems that may jeopardise the continuity of the institution.

**f. Customer and quality-oriented:** the person focuses on providing quality and, wherever possible, finding ways of improving this. In particular, this means withholding consent from the development and marketing of products and services and to capital expenditure, e.g. on products, office buildings or holdings, in circumstances where he or she is unable to gauge the risks properly due to a lack of understanding of the architecture/structure, principles or basic assumptions. He or she identifies and studies the wishes and needs of customers, ensures that customers run no unnecessary risks and arranges for the provision of correct, complete and balanced information to customers.



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**g. Leadership:** the person provides direction and guidance to a group, develops and maintains teamwork, motivates and encourages the available human resources and ensures that members of staff have the professional competence to achieve a particular goal. He or she is receptive to criticism and provides scope for critical debate.

**h. Loyalty:** the person identifies with the institution and has a sense of involvement. He or she shows that can devote sufficient time to the job and can discharge his or her duties properly, defends the interests of the institution and operates objectively and critically. He or she recognises and anticipates potential conflicts of personal and business interest.

**i. External awareness:** the person monitors developments, power bases and attitudes within the institution. He or she is well informed on relevant financial, economic, social and other developments at national and international level that may affect the institution, as well as on the interests of stakeholders, and is able to put this information to effective use.

**j. Negotiating:** the person identifies and reveals common interests in a manner designed to build consensus, while pursuing the achievement of negotiation objectives.

**k. Persuasive:** the person is capable of influencing the views of others by exercising persuasive power and using natural authority and tact. He or she is a strong personality and capable of standing firm.

**l. Teamwork:** the person is aware of the group interest and makes a contribution to the common result; he or she is able to function as part of a team.

**m. Strategic acumen:** the person is capable of developing a realistic vision of future developments and translating this into long-term objectives, for example by applying scenario analysis. In doing so, he or she takes proper account of risks to which the institution is exposed and takes appropriate measures to control them.

**n. Stress resistance:** the person is resilient and able to perform consistently, even when under great pressure and in times of uncertainty.

**o. Sense of responsibility:** the person understands the internal and external interests, evaluates them carefully and renders account for them. He or she has the ability to learn and realises that his or her actions affect the interests of stakeholders.



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**p. Chairing meetings:** the person is capable of chairing meetings efficiently and effectively and creating an open atmosphere that encourages everyone to participate on an equal footing; he or she is aware of other people's duties and responsibilities.