

# Behavioural Competencies Framework

April 2024



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This slide shows the three clusters of competencies aligned to the ICAS values:



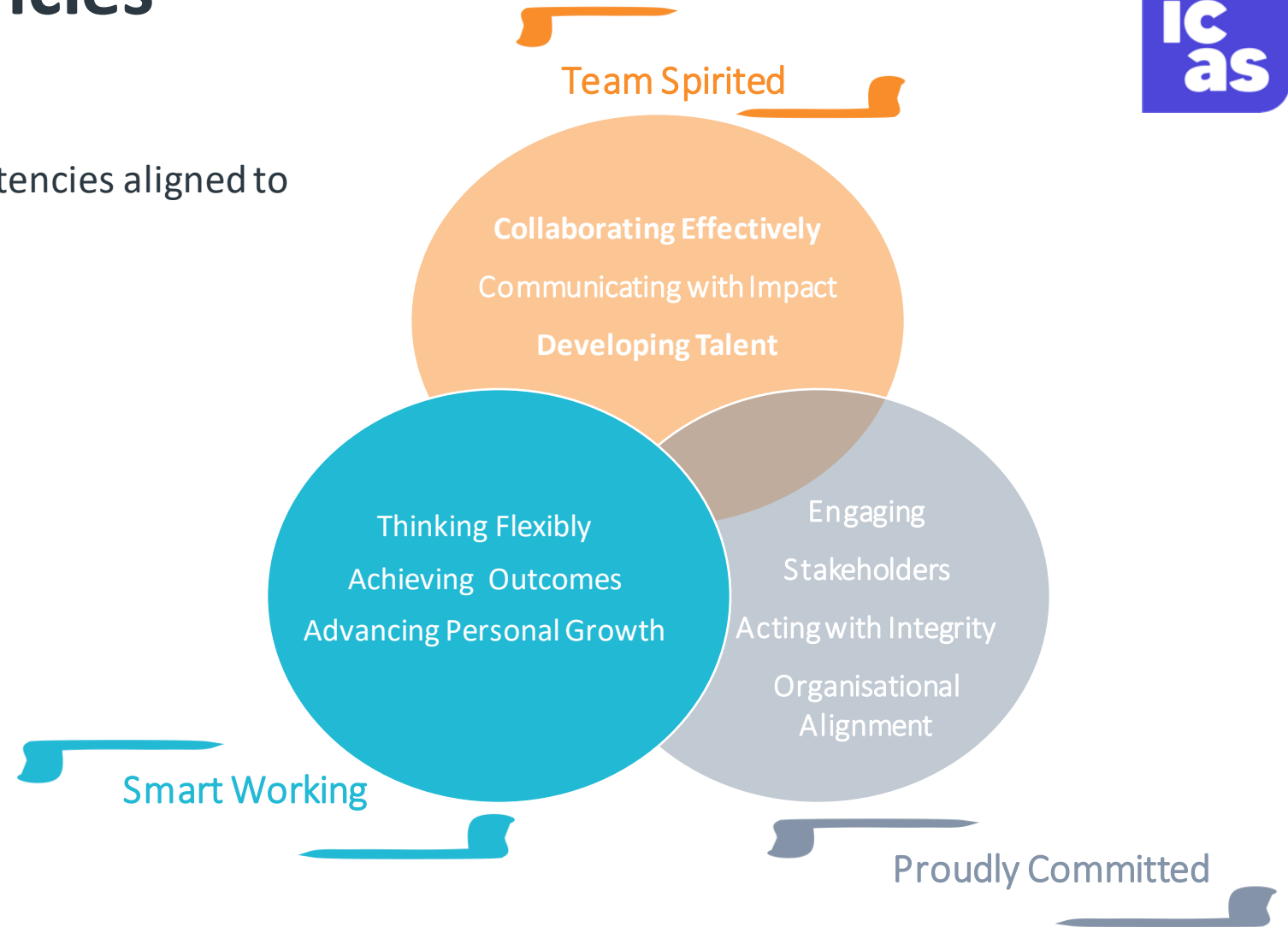
Team Spirited



Smart Working



Proudly Committed



# Behavioural Competencies



## Team Spirited

Collaborating Effectively  
Communicating with Impact  
Developing Talent

**Collaborating Effectively** implies supporting and valuing colleagues, working co-operatively with others and being part of a team. Collaborating effectively is about actively seeking to break down silos, to work together and drive mutual success.

**Communicating with impact** combines oral and written communication skills to influence and engage. It is about using inclusive, accessible and clear language to engage internal and external stakeholders through a range of channels. Communicating with impact is linked to understanding others for a positive result.

**Developing Talent** means fostering an innovative environment that will encourage professional and personal growth and the transfer of knowledge to future talent. It is about bringing out the best in people, supporting and challenging individuals to grow, and empowering them to perform.

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# Behavioural Competencies



## Smart Working

Thinking Flexibly  
Achieving Outcomes  
Advancing Personal  
Growth

**Thinking Flexibly** implies the ability to effectively adapt to a variety of situations, individuals or groups. It is based on the ability to understand, appreciate and build on different perspectives to an issue, and the willingness to adapt an approach as the requirements of a situation change. Being open to change, being resilient and showing a willingness to accommodate alternative perspectives. At the most senior levels this is about leading others through change.

**Achieving Outcomes** implies setting demanding yet attainable goals, instilling a sense of pace, urgency and passion, and being rigorous, disciplined and responsible to deliver results. Achieving Outcomes is about being accountable for achieving exceptional results while pursuing the highest standards.

**Advancing Personal Growth** implies a growth mindset through continuous learning and self development. It is about being self aware: understanding your skills as well as areas for development. Advancing personal growth is about strengthening your emotional intelligence, technical capabilities, interpersonal skills and respecting alternative perspectives.

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# Behavioural Competencies



## Proudly Committed



**Engaging Stakeholders** is about having productive and sustained relationships for the benefit of our current and future members. It is about the ability to understand how to navigate, influence and assess external circumstances, and the environment on the strategic direction for ICAS and ultimately its membership, and reputation.

**Organisational Alignment** is about acting in ways that promote and strengthen ICAS goals. It includes the ability to understand relationships within the organisation and how to get things done. Organisational Alignment Includes the ability to understand the overall purpose and nature of ICAS by looking beyond the individual role, function or team to the bigger picture, and linking the long term vision for ICAS to day-to-day work.

**Acting with Integrity** implies behaving in a way that is consistent with the ICAS beliefs and values. It includes the ability to actively listen to strengthen effective working relationships with colleagues and external stakeholders. Acting with integrity is about doing the right thing, at the right time in the right way.

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