



ICC Leadership Framework

ICC Leadership Framework

2019

Our commitment

All staff are leaders at the ICC, regardless of role, job level, or whether we have a formal position to manage or lead people. Leadership is about successfully delivering results in collaboration with others – it starts with everyone.

By empowering leadership at all levels, we enable a high-performing, confident and forward looking organisation, capable of making a positive difference.



P

PURPOSE

Align own purpose to ICC Mission

Bring meaning to work, build a shared purpose – it matters what you attend to.

Connect with people, set vision, clarity of direction, and allow them to see their role in the bigger picture.

Inspire by personal integrity, transparency, and fairness. Be a force for change and follow through.

C

COLLABORATION

Lead across boundaries

Build supportive, trusting and professional relationships with colleagues within and across the ICC organs and a wide range of people outside.

Harness the skills of everybody, know when to take charge and when to step back to allow others to lead; embrace diversity and cultures – and different views.

Make addressing the needs of clients and stakeholders your top priority.

P

PEOPLE

Bring out the best in people

Invest in people, create opportunities for growth and provide support and encouragement to help others achieve their full potential.

Build strong self-awareness of leadership practice and critically reflect on own performance and impact.

Be a coach and provide constructive feedback; know your business, know your people.

R

RESULTS

Lead the delivery of superior outcomes to achieve ICC Mission

Set a high standard for professional and operational excellence.

Focus on getting results. Learn from experience, continuously improve.

Give people space and authority to deliver. Hold self and others accountable for outcomes.

Become known for being truthful, decisive and considerate.

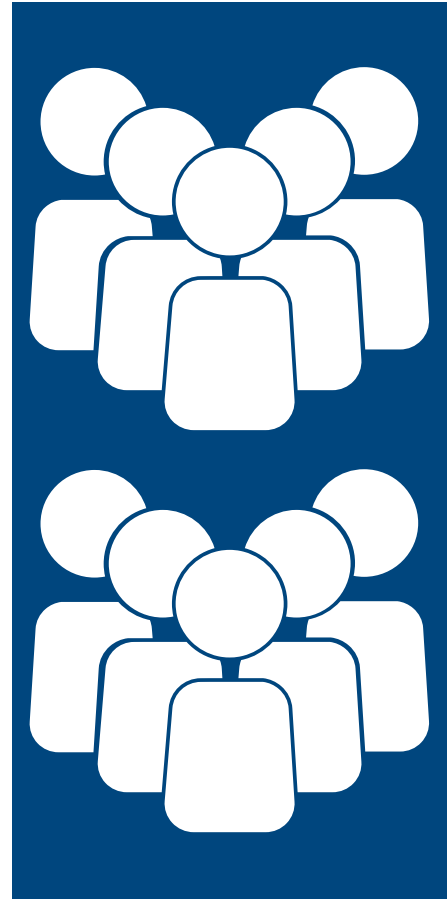
The ICC Leadership Streams

*Indicative balance of leadership
vs. technical responsibilities*

- **LEADERSHIP RESPONSIBILITIES**
- **SPECIALIST/TECHNICAL RESPONSIBILITIES**

Executives

Leading the organ



Responsible for leading an organ.

Valued for ability to lead the organ, provide strategy and vision, and influence externally through sector and system leadership.

■ **LEADERSHIP RESPONSIBILITIES**
■ **SPECIALIST/TECHNICAL**
■ **RESPONSIBILITIES**



Senior Leaders

Leading the function



Responsible for leading a function/division.

Valued for ability to lead managers of team leaders and influence within the organisation and with external parties to ensure outcomes.

■ **LEADERSHIP RESPONSIBILITIES**
■ **SPECIALIST/TECHNICAL RESPONSIBILITIES**

D1

Managers of Team Leaders

Leading teams



Responsible for leading team leaders, typically under broad direction of a more senior leader.

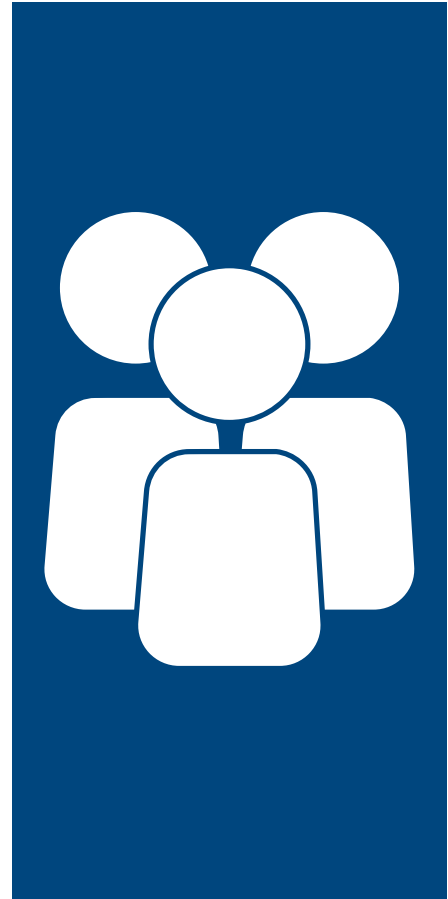
Valued for ability to lead section strategy and guide team leaders to deliver outcomes.

■ **LEADERSHIP RESPONSIBILITIES**
■ **SPECIALIST/TECHNICAL RESPONSIBILITIES**

**INDICATIVE:
P5, P4**

Team Leaders

Leading others



Responsible for leading individual contributors to deliver team outcomes, typically under direction of a unit head or supervisor.

Valued for experience in their specialist domain and ability to manage team members.

LEADERSHIP RESPONSIBILITIES
SPECIALIST/TECHNICAL
RESPONSIBILITY

INDICATIVE:
P3, G7, G6

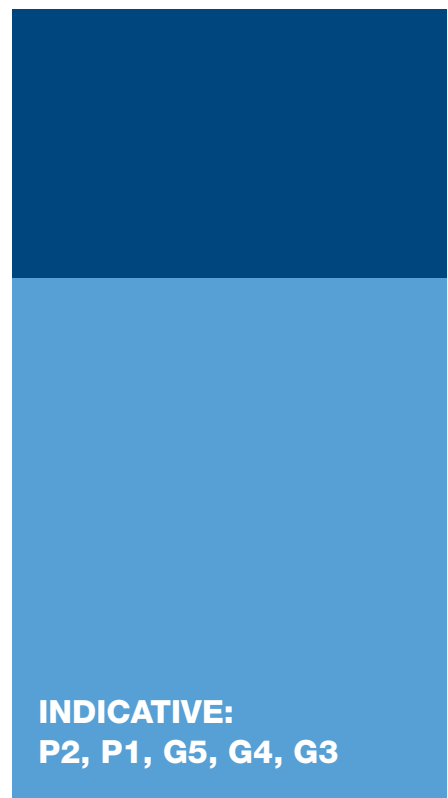
Individual Contributors

Leading self

Responsible for delivering outcomes via self-management, sometimes with team leader guidance.

Valued for knowledge and skills in their area of expertise and strong self-management.

LEADERSHIP RESPONSIBILITIES
SPECIALIST/TECHNICAL
RESPONSIBILITY



INDICATIVE:
P2, P1, G5, G4, G3

The ICC Leadership Competencies

PURPOSE

COLLABORATION

PEOPLE

RESULTS

Purpose

Know who you are, what your values are, and be clear on your purpose as a leader

	EXECUTIVES	SENIOR LEADERS	MANAGERS OF TEAM LEADERS	TEAM LEADERS	INDIVIDUAL CONTRIBUTORS
VISION & ENGAGEMENT	Engage with substantive leaders within and outside the organisation to develop a powerful vision/agenda that radiates beyond the boundaries of the Court. Connect with staff (incl. field), provide clarity of direction, and enable them to see their role in the bigger picture.	Contribute setting the vision/agenda. Articulate function's role in achieving it through clear and authentic communication to inspire collective ownership and compelling course of action.	Take responsibility for sharing the vision/agenda. Engage other leaders with sense of purpose. Work with team leads to articulate how their teams contribute to vision and results.	Articulate how team's work contributes to the organisation's vision and outcomes, and personally bring the team on board.	Articulate how personal work contributes to the organisation's vision and outcomes. Own your work, lead on it, and take responsibility.
CHANGE & PURPOSE	Personally lead organisational change with focus and optimism through periods of uncertainty. Resist political pressure in decision-making.	Demonstrate flexibility in response to change and support the workforce to embrace new expectations through clarity of the intended outcomes.	Inspire others to embrace change initiatives, overcoming barriers and resistance through proactive consultation and engagement.	Remain accessible and optimistic, and keep the team focused through periods of uncertainty.	Actively participate in change activities and openly support the intended outcomes.
ETHICS & INTEGRITY	Intentionally build an organisational culture of ethics and integrity. Demonstrates role model impartiality.	Protect fairness, identify and avoid conflicts of inter-est. Maintain political, interpersonal neutrality.	Act as a role model to staff in terms of their day-to-day demonstration of principled and ethical behaviour.	Promote ethical behaviour and integrity in the management, and use of processes and resources. Lead by example.	Uphold integrity through responsible management, and use of processes and resources. Take a stand.

Levels presented are cumulative. This implies, e.g., that top leaders should also demonstrate competencies associated with other leadership levels.

Collaboration

Partner with peers, clients, stakeholders to deliver value; positively influence others when you don't have formal authority.

	EXECUTIVES	SENIOR LEADERS	MANAGERS OF TEAM LEADERS	TEAM LEADERS	INDIVIDUAL CONTRIBUTORS
COOPERATION & TRUST	Identify and develop strategies to encourage and enable collaborative working across the organisation (incl. field). Leverage the broader context in which the organisation operates. Forge partnerships, alliances, trust.	Identify, develop and nurture networks and communities. Build cooperation with synergy and trust. Show how you treat all levels of staff as valued collaborators.	Work collaboratively with colleagues, stakeholders to achieve results. Demonstrate joined up team leadership.	Encourage staff to think and act cooperatively. Share credit for successes working with the team and accept challenges.	Build rapport, speak your mind and establish strong and mutually beneficial connections.
CLIENT & STAKEHOLDER FOCUS	Promote a client oriented mindset and approach. Ensure that addressing the needs of clients and stakeholders is a top priority.	Develop client oriented strategies and policies. Ensure that organisational systems and policies are designed to address client and stakeholder needs.	Anticipate needs of clients and other stakeholders. Take action to address them. Seek feedback on the extent to which they are meeting needs.	Be responsive to client and stakeholder needs. Enable the collaborative delivery of client focused outcomes in your team.	Seek and share client feedback to ensure stakeholder alignment for planned activities.
DIVERSITY & INCLUSION	Promote organisational policies with regard to diversity. Visibly champion diversity as key element to the organisation's success.	Take advantage of diversity in the pursuit of innovation, creativity and the achievement of outstanding results. Intentionally build a diverse work force.	Leverage the value and contribution that diversity brings to teams. Challenge and act to diminish bias and intolerance.	Demonstrate flexibility and openness to the diversity in the team, supporting approaches that enable all individuals to participate to their fullest ability.	Enjoy working productively with staff and other key players from a wide range of backgrounds.

Levels presented are cumulative. This implies, e.g., that top leaders should also demonstrate competencies associated with other leadership levels.

People

Know your business, know your people

	EXECUTIVES	SENIOR LEADERS	MANAGERS OF TEAM LEADERS	TEAM LEADERS	INDIVIDUAL CONTRIBUTORS
COMMUNICATION & RELATIONSHIPS	Regularly connect with staff at all levels of the organisation to stimulate engagement, cohesion, and a steady flow of information.	Develop and implement mechanisms to share information and insights with all levels of the department.	Take responsibility for open communication amongst team members and stay receptive to bad news as well as good.	Be accessible to others, easy to approach and to talk to. Make time to listen and give feedback.	Proactively build rapport, relate well to people.
WELLBEING & DUTY OF CARE	Build and sustain an environment based on trust and duty of care where all staff shares a personal responsibility for promoting physical and psychological well-being of others.	Promote personal and team responsibility for the realisation of a healthy and safe workplace. Build trust. Be a role model of this behaviour.	Build the confidence and trust of others, connecting with them personally to understand and consider their wellbeing.	Build trust in your team and motivate others to proactively identify, remedy and enhance safe and inclusive practices at work.	Demonstrate respect for others, taking the time to connect, check in and show an interest in their wellbeing.
LEARNING & DEVELOPMENT	Attach the highest priority to continuous learning and development in the organisation. Contribute own expertise and unleash expertise of others to the benefit of the organisation.	Promote and implement the systems, processes and mechanisms that contribute to continuous learning and development. Personally develop others.	Make coaching and developing others organisational practice amongst your teams. Coach and mentor others.	Invest quality time in coaching and developing others. Stimulate people to excel. Encourage critical reflection, ownership for problems and discovery of self-led solutions.	Take personal accountability for learning. Actively share your knowledge and professional insights.

Levels presented are cumulative. This implies, e.g., that top leaders should also demonstrate competencies associated with other leadership levels.

Results

Lead and empower your teams and hold them accountable to deliver results; continuously improve.

	EXECUTIVES	SENIOR LEADERS	MANAGERS OF TEAM LEADERS	TEAM LEADERS	INDIVIDUAL CONTRIBUTORS
EXCELLENCE, ACCOUNTABILITY & CONTINUOUS IMPROVEMENT	Establish a culture of excellence, accountability, and continuous improvement in all aspects of individual and organisational performance. Lead by example. Take accountability for actions and decisions.	Drive ownership for excellence/ improvement agenda, enable others to lead and have them report on their area with complete transparency of outcomes. Hold staff accountable, recognize achievements and lessons learned. Take accountability for own actions and decisions.	Drive ownership for agenda with team leads. Empower them to lead, hold them accountable for their actions, and have them report on their area with full transparency of outcomes. Reward successes, reflect learnings. Take accountability for own actions and decisions.	Drive autonomy in the team by giving staff ownership and holding them accountable for the delivery and quality of outcomes achieved. Celebrate successes and learn from mistakes. Take accountability for actions and decisions.	Welcome challenges in the delivery of work, recognize own role in achieving results, with honest recognition of opportunities to improve.
DELEGATION & DECISION-MAKING	Create a culture in which decisions are taken, and information about them is communicated. Become known for ethical and courageous decision making.	Steer decision making in the direction that will most effectively serve the organisation and its stakeholders. Ensure the right delegative structures exist to empower decision making at the right level.	Consult with others before taking decisions. Make decisions in a timely manner. Make tough decisions when necessary. Take responsibility for faulty decisions.	Allow for collaborative decision making in the team. Support others to understand the strengths, potential bias and missing considerations in their decision- making process. Be able to say 'no'.	Accept decision making responsibility and demonstrate judgement about when to escalate issues.
PERFORMANCE MANAGEMENT	Refuse to turn a blind eye to poor performance and poor performance management. Build strong self-awareness of own leadership practice and impact.	Promote honest review of performance across the function, without exceptions. Reflect on own leadership performance. Lead by example.	Review performance across teams and provide ongoing helpful and honest feedback. Be a role-model. Don't shy away from difficult conversations.	Be honest with yourself and others. Appraise performance fairly. Address poor performance promptly.	Recognise own role in achieving results and contribute to the delivery of team objectives.

Levels presented are cumulative. This implies, e.g., that top leaders should also demonstrate competencies associated with other leadership levels.

Human Resources Section

2019