



IFCPF
INTERNATIONAL FEDERATION OF
CP FOOTBALL



Guiding Behaviours



Our Vision

CP Football - A United Game, Globally Respected

Our Mission

To harness the position and profile of IFCPF as a leading International Sport Federation;
inspiring people to achieve their full potential through the sport of CP Football

Our Values

Integrity	Unity	Leadership	Excellence
<ul style="list-style-type: none">• Role modelling good governance through a transparent and democratic structure• Safeguarding and protecting the game• Embracing diversity through equality of opportunity• A culture of responsibility and accountability	<ul style="list-style-type: none">• Forming alliances with like-minded partners• Solidarity through collaboration and shared resource• Consulting and engaging with key stakeholders• Respect for all members of the CP Football family	<ul style="list-style-type: none">• Providing a clear structure for decision making• Inspiring individuals to join the CP Football Family• Investing in the game to create a robust and sustainable future• Shaping and influencing our long term direction and success through strong leadership	<ul style="list-style-type: none">• Enhancing & innovating in all that we do• Showcasing the game through world class events• Measuring and evaluating our success to build for the future• Placing football first above individual need

Supporting the CP Football family

The International Federation of CP Football (IFCPF), as the worldwide governing body for the sport of CP Football, coordinates a large and diverse workforce of staff and volunteers. This presents both challenges and affords great opportunity.

We have a responsibility to guide those who represent us to ensure we have a shared understanding of what is expected and continuity in the way we work. Through our Guiding Behaviours, we aim to provide a framework for reflection, review and ongoing personal development.

Our people are what makes IFCPF stand out as a leading international federation. People in all roles of delivering the sport of CP Football give their time, energy, expertise and commitment, continue to be the lifeblood of our sport.

Through our mission we aim to 'inspire people to achieve their full potential through the sport of CP Football'. Living and breathing a culture of high performance and expecting the highest standards from ourselves and others; we shall continue to be at the forefront of para sport.

As a CP Football family it is essential that we work together to provide the best possible environment for our players and those who deliver the sport. Only through our the combination of our shared expertise, experience and love of the game of football, can we achieve our vision.

To create a 'United Game', we depend upon strong relationships, both within our organization and with like-minded partners. Identifying synergies and opportunities for collaboration, we recognise that we are stronger together, working as a team to achieve our shared goals.

Communicating our message clearly and concisely will ensure that all stakeholders of CP Football are aligned to what we aim to achieve. Through a variety of communication channels, and a tailored approach, we shall ensure that we positively convey the best image of our sport and organisation.

Growing and developing as a governing body, includes the development of our people. At all levels and in all areas, personal development is an integral and ongoing focus throughout our work. Providing support to all members of the CP Football family ensures that we build capacity and capability across the sport.

As an International Federation (IF) we provide leadership to the team of people who work on our behalf, but also provide strategic direction and inspiration to all regions, countries, communities and individuals who engage with CP Football.

Working in international para sport is hugely exciting, but also comes with many challenges, for which we need to be prepared. Although we cannot anticipate every future obstacle, we can work collectively to identify ideas and solutions to solve the problems we face.

These guiding behaviours are embedded in all we do, including the Terms of Reference for each of our committees which are designed to give structure and clarity to the way we work.

Written in agreement with each individual, Role descriptions which are also based upon these guiding behaviours ensure that we are all clear about the position we play and the role we have in CP Football.

Through our governance, further policies and procedures provide further support and protection to the organization, the CP Football Family and the sport itself.

It is hoped that these Guiding Behaviours can provide a reference and a reminder, that we continue to work, learn and grow together to deliver CP Football as a 'United Game, Globally Respected'.



Our Guiding Behaviours

High Performance

Completes work to high standards and continually looks for ways of improving performance

Teamwork

Works cooperatively with others and ensures participation within teams and across different functional areas to support the achievement of IFCPF's objectives

Partnerships

Demonstrates a passion for excellent relationships with internal and external partners, which benefits both the partner and IFCPF

Communication

Persuasively communicates clearly and concisely with others

Developing People

Provides support that supports themselves and others to develop and improve for the benefit of IFCPF

Leadership

Provides clarity, direction and inspiration through a compelling vision of the future and what can be achieved

Problem Solving

Uses information to form ideas about issues and identify the best solutions for our sport



High Performance	Level 1 Completes work to high standards	Level 2 Strives to improve performance	Level 3 Removes barriers to continuous improvement	Level 4 Champions a culture of high performance
Examples of positive behaviour	<ul style="list-style-type: none">• Delivers own objectives in line with IFCPF's needs.• Proactively completes work without high levels of supervision.• Takes ownership for achieving personal objectives.• Demonstrates business awareness.• Checks the accuracy and quality of own work.• Consistently meets high quality standards.	<ul style="list-style-type: none">• Takes ownership and delivers targets through others that support business needs.• Ensures a high standard of delivery by self and others.• Monitors own and others performance.• Seeks better ways of doing things.• Confronts under performance.	<ul style="list-style-type: none">• Shapes and translates IFCPF's objectives into achievable departmental goals.• Ensures that departmental goals are achieved in line with expectations.• Looks for alternative solutions that drive improved performance.• Sees obstacles as challenges and encourages others to overcome them.• Gets others to look for ways to improve performance standards.• Reinforces and supports attitudes and actions that support improved performance and service excellence.	<ul style="list-style-type: none">• Sets business objectives for IFCPF and its' functional areas.• Takes ownership for the delivery of IFCPF and functional area objectives.• Develops systems to measure IFCPF's performance improvement.• Challenges established thinking and processes with the long-term success of IFCPF in mind.• Sets challenging objectives that reflect key strategic medium and longer-term priorities.• Monitors external sources of market research as an input for making decisions or building plans
Examples of negative behaviour	<ul style="list-style-type: none">• Ignores detail when it should be considered.• Standards of work fall below that expected.• Fails to meet deadlines.• Lacks initiative and waits to be asked.• Is dismissive of new ways of doing things.• Prepared to accept existing poor performance standards.• Sets objectives that do not align with IFCPF's strategy.• Fails to consider the implications of own actions on IFCPF's ability to deliver.			



Teamwork	Level 1 Works co-operatively and values others' contributions	Level 2 Facilitates ways for the team to work together	Level 3 Develops team working across boundaries	Level 4 Champions collaborative team working
Examples of positive behaviour	<ul style="list-style-type: none">• Builds rapport within team.• Shows respect for all colleagues.• Speaks positively about colleagues to others.• Supports changes within the team.• Actively contributes to the team.• Shares own experience and knowledge with colleagues.• Values the input of others.	<ul style="list-style-type: none">• Shares and seeks ideas from colleagues.• Encourages all team members to contribute.• Facilitates the way forward for others when issues need resolving.• Focuses team effort on the achievement of overall objectives.• Confronts issues and challenges others in a positive way to ensure the completion of specific tasks.• Makes sure the views and ideas of those outside the team are obtained when dealing with issues affecting them.	<ul style="list-style-type: none">• Proactively resolves any inter team conflicts or issues.• Seeks out and embraces collaborative working opportunities across IFCPF.• Instigates collaborative activity to improve relationships and IFCPF's performance.• Shares information with other teams about key learning's, successes and best practices.	<ul style="list-style-type: none">• Role models effective teamwork across IFCPF.• Takes steps to minimise the impact of political and competitive behaviour.• Promotes IFCPF's and functional area achievements.• Integrates individuals and teams throughout IFCPF to support longer-term strategic issues.
Examples of negative behaviour	<ul style="list-style-type: none">• Reluctant to help others.• Is negative about own team and IFCPF.• Puts own interests ahead of what's best for IFCPF.• Is disinterested by other team members' contributions.• Ignores opportunities for teamwork across different teams within IFCPF.		<ul style="list-style-type: none">• Inaccessible to team• Reinforces silos and does not promote the need for collaborative teamwork.• Allows political behaviour to distract from achieving goals.	



Partnerships	Level 1 Responds to partner demands	Level 2 Understands the partners' perspective	Level 3 Anticipates partner needs	Level 4 Develops a service excellence culture
Examples of positive behaviour	<ul style="list-style-type: none"> • Meets agreed stakeholder service targets. • Builds rapport with stakeholders. • Lets the stakeholder know how important it is that their needs are met. • Responds promptly and positively to queries. • Takes ownership of stakeholder requests and sees things through to conclusion. • Seeks appropriate guidance to meet stakeholder needs. 	<ul style="list-style-type: none"> • Seeks feedback from stakeholders and acts upon it. • Actively encourages excellent stakeholder services at all times. • Manages stakeholder expectations. • Works with stakeholders to find solutions. • Uses tact and diplomacy when dealing with particularly sensitive stakeholder issues. • Exceeds stakeholder expectations by proactively seeking solutions. 	<ul style="list-style-type: none"> • Balances IFCPF's and stakeholder needs. • Deals with politically sensitive issues appropriately. • Delegates stakeholder queries to appropriate level. • Seeks opportunities to maximise new and existing stakeholder relationships. • Manages own workload/work of others so that stakeholder needs continue to be effectively met. • Anticipates stakeholders' future needs and initiates appropriate action. 	<ul style="list-style-type: none"> • Ensures that IFCPF's objectives meet changing stakeholder needs. • Leads by example by demonstrating excellent stakeholder service. • Builds and sustains excellent working relationships with partners. • Works with external partners to promote the activities of IFCPF. • Encourages others to use their initiative to achieve better stakeholder service. • Creates strategies and systems that reinforce the importance of stakeholder excellence.
Examples of negative behaviour	<ul style="list-style-type: none"> • Unresponsive to stakeholder needs. • Fails to resolve stakeholder issues where a solution exists. • Does not actively seek feedback from stakeholders. • Does not manage stakeholder expectations. • Rarely looks at decisions and actions from a stakeholders viewpoint 		<ul style="list-style-type: none"> • Does not review, improve or establish stakeholder relationships. • Takes action without considering stakeholder requirements or demands. • Does not co-operate with stakeholders. 	



Communication	Level 1 Communication is clear and concise	Level 2 Tailors own approach to engage with other people	Level 3 Uses different influencing and communication strategies	Level 4 Develops ongoing communication channels and alliances
Examples of positive behaviour	<ul style="list-style-type: none">• Communication is clear, concise and understandable.• Uses language and phrases which are appropriate and familiar to others.• Helps others to understand own views or ideas by appropriate use of eye contact, gestures, varying speed and tone of communication.• Actively listens to others to address their views/concerns.• Uses discretion when handling confidential or sensitive information.• Uses logical arguments to build support for own ideas and views with others.	<ul style="list-style-type: none">• Adapts communication style to suit situations and people.• Uses existing communication channels and methods to cascade information and engage with others.• Relates information, views and ideas to the needs and interests of others.• Encourages others to check their understanding of what is being said.• Handles interruptions, questions and challenges in a confident and assured manner.	<ul style="list-style-type: none">• Enthuses, motivates and generates commitment from others through style of communication.• Keeps colleagues involved about what is going on regarding IFCPF's objectives, strategy and changes.• Conveys views to others in an open and honest way to arrive at a mutually acceptable result.• Indirectly influences others to get things done.• Develops influencing strategies that are tailored to different people/groups.• Maintains a network of internal and external partners.	<ul style="list-style-type: none">• Promotes open and honest communication throughout IFCPF.• Builds a culture that encourages open discussion and information sharing at all levels.• Builds internal and external alliances with key people who can provide ongoing support for self, team and IFCPF.• Develops specific influencing strategies with external stakeholders or interested parties.• Is receptive to and responds to upward feedback.• Checks to make sure that effective communication channels are in place.
Examples of negative behaviour	<ul style="list-style-type: none">• Communication is difficult to understand.• Uses a 'tell' style of communication which restricts discussion.• Needs of others are ignored in communication (e.g.: performance discussions to be held in private).• Influence is based upon stating own position.		<ul style="list-style-type: none">• Is negative about the views, ideas and opinions of others.• Uses power and authority to persuade rather than trying to get people to "buy in" into ideas.• Responds defensively when ideas are challenged by others.	



Developing People	Level 1 Commits to self improvement	Level 2 Provides practical support	Level 3 Coaches and provides development opportunities	Level 4 Provides continuous learning
Examples of positive behaviour	<ul style="list-style-type: none">• Supports and provides encouragement to colleagues to undertake learning and development activities.• Shows a personal commitment to improve self awareness and develop own capabilities.• Seeks feedback from others about own performance.• Finds opportunities to practice skills learnt on training courses.	<ul style="list-style-type: none">• Provides honest and constructive feedback to others.• Identifies gaps in achievement and provides feedback that helps others to identify ways to improve.• Identifies the strengths and development needs of people in relation to their role and career aspirations.• Helps individuals build meaningful learning and development plans that will improve their capabilities.• Helps others to learn from mistakes rather than to allocate blame.	<ul style="list-style-type: none">• Delegates challenging tasks and responsibilities that help others to develop their overall capabilities.• Provides ongoing coaching and mentoring that supports individual's development needs.• Seeks to develop people so that they can maximise and reach their full potential.• Identifies talent that can move into more demanding roles within IFCPF.	<ul style="list-style-type: none">• Creates an environment where learning and development is openly encouraged and recognised.• Ensures that individuals and teams learn from their failures/successes and implement lessons moving forwards.• Encourages and recognises those individuals who help to develop their colleagues.• Develops new initiatives that provide new, challenging learning opportunities for all.
Examples of negative behaviour	<ul style="list-style-type: none">• Misses opportunities for self development.• Provides minimal support for people to develop themselves or others.• Creates a climate where there is a fear of failure.• Fails to identify training and development opportunities for others.		<ul style="list-style-type: none">• Doesn't seek feedback about own performance.• Sees training courses as the sole answer to developing others.• Provides minimal encouragement to others to pursue development opportunities.• Creates a climate where learning and development is seen as low priority.	



Leadership	Level 1 Provides clear direction and decision making on business issues	Level 2 Builds the confidence of others to succeed	Level 3 Demands high performance and success	Level 4 Sets the long term direction for IFCPF's success
Examples of positive behaviour	<ul style="list-style-type: none">• Makes decisions when required and states the rationale.• Remains positive even when things are not going well or when faced with setbacks.• Proactively takes ownership for achieving objectives.• Gives direction and guidance and clarifies the way forward for others.• Sets SMART goals that deliver business goals.• Seeks input and contributions from team members.	<ul style="list-style-type: none">• Takes action that inspires others to achieve improved performance.• Expresses confidence and self-belief to others in what they can achieve.• Enthuses, motivates and gets commitment from others by reinforcing previous successes.• Makes individuals feel proud to be associated with the team and what it is trying to achieve.• Trusts others to deliver on their promises.	<ul style="list-style-type: none">• Ensures that others 'buy in' to IFCPF's strategy, plan and goals.• Is seen as a role model and credible leader throughout IFCPF.• Models and aligns own behaviour with IFCPF's vision and values.• Inspires individuals and teams to take ownership for delivering functional area goals.• Takes action now to address problems or realise opportunities.• Encourages others to believe that challenges can be overcome.	<ul style="list-style-type: none">• Builds excitement and shows a passion about what can be achieved across CP Football.• Shapes the efforts of everyone in CP Football towards a common purpose.• Takes action to reinforce the vision and ensure processes and practices are aligned to achieving success.• Engages others in making strategic choices through dialogue.• Gains respect for the success of teams both inside and outside IFCPF.• Generates confidence throughout IFCPF about what can be achieved.
Examples of negative behaviour	<ul style="list-style-type: none">• Blames others when things go wrong• Leaves others unclear about the way forward.• Uses vague language when stating or justifying own decision.• Holds little belief/trust in individual or team capabilities to succeed.		<ul style="list-style-type: none">• Is uncomfortable delegating work to others.• Undermines confidence by concentrating on difficulties, problems and obstacles.• Expresses doubt in the success of proposed actions.• Undermines confidence by concentrating on difficulties, problems and obstacles.	



Problem Solving	Level 1 Identifies solutions to problems	Level 2 Brings together ideas and solutions	Level 3 Resolves complex issues	Level 4 Uses the problem solving capabilities of other people to resolve business issues
Examples of positive behaviour	<ul style="list-style-type: none">• Pulls information together so that a problem or issue is understood more fully.• Pinpoints key issues from data and information.• Provides a solution or a way forward to resolve a problem or issue.	<ul style="list-style-type: none">• Understands the possible implications that an existing or potential problem may have on the future.• Assesses an issue from different angles to ensure all the relevant issues are considered.• Develops a range of feasible and practical solutions to problems.• Thinks through the consequences of implementing different options and solutions.	<ul style="list-style-type: none">• Steps back from situations to consider the “bigger picture” when assessing issues.• Can flex between the minor and major issues and trends when dealing with problems.• Uses available data to develop different scenarios showing the future impact on the sport.• Creates innovative approaches and ideas to resolve problems and issues.• Provides high quality solutions by incorporating elements of different ideas and opinions from others.	<ul style="list-style-type: none">• Develops strategies to ensure IFCPF resolves issues through the involvement and problem solving capabilities of others.• Builds upon the ideas generated by others to provide a more thorough understanding of IFCPF’s issues.• Gets other people to develop options and ideas that solve issues that cut across IFCPF.• Ensures that other people’s options are explored, understood and valued when considering a way forward.
Examples of negative behaviour	<ul style="list-style-type: none">• Uses pre-existing ideas or information that has no clear relevance to the underlying problem.• Focuses on the current situation without considering other wider factors that may become a problem (e.g.: not seeing when situations change which require a different solution to revolve them).• Views issues from a narrow perspective.		<ul style="list-style-type: none">• Reacts to symptoms rather than understanding the underlying causes of problems.• Focuses on a single option or solution.• Chooses an option or solution without fully weighing up the pros and cons of alternatives• Suggests a solution with little consideration of the implications of implementation.	



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