



Behavioural Competency Framework

The Behavioural Competency Framework (BCF) document is patented on the model of Manchester City Academy and their methods of assessing their coaching staff. The document provides coaches with a clear framework of what is expected of them as a coach, as well as provides them with a guide on how to be reflective of their own performance. From a management perspective, it helps them to work with the coaches within clearly defined parameters.

Behavioural Competency Framework

Behaviours



HEAD	1	Willing to learn and develop
	2	Effective problem solver
	3	Thrives under pressure - manages self and responds positively
	4	Adapts well to changing circumstances
HEART	5	Willing to be challenged and challenge others
	6	Inspires, encourages and supports self and others
	7	Demonstrates professionalism at all times
	8	Committed to pushing self and others to succeed
STOMACH	9	Rises to a challenge
	10	Effective communicator
	11	Takes a positive approach to setbacks
	12	Takes responsibility

BEHAVIOUR 1

Willing to learn and develop



Head Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Takes responsibility for own development (seeks feedback and asks questions)2. Proactively identifies and seeks CPD opportunities3. Leads and delivers (playing an active role) CPD activities both internally and externally4. Reflects and reviews their own and others performances	<ol style="list-style-type: none">1. Seeks guidance from line manager when required (asks questions)2. Engages with CPD opportunities that are offered3. Will take constructive criticism on board to develop4. With assistance identifies opportunities for development	<ol style="list-style-type: none">1. Needs guidance and support to identify own areas of development2. Seems disengaged with CPD opportunities3. Reluctant to ask for guidance or support - does not want to acknowledge the help they need4. Poor attendance and minimal contribution to organised CPD events

BEHAVIOUR 2

Effective problem-solver



Head Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Uses own initiative to find and suggest solutions to presenting problem2. Is able to think laterally, creatively and try alternative solutions to achieve the desired outcome3. Collaborates well and takes responsibility of others when solving problems4. Is able to maintain focus and handle multiple challenges when faced with complex problems	<ol style="list-style-type: none">1. Will work with others and contributes ideas to solving problems2. Shows elements of creativity but may be reluctant to try new things3. Will accept individual responsibility with direction and guidance4. Remains focused but requires support to solve more complex problems	<ol style="list-style-type: none">1. Does not actively contribute or collaborate to solving problems and finding solutions2. Finds problems without offering a solution3. Avoids taking responsibility in finding solutions to presenting problems4. Poor focus and requires supervision and support with simple problems

BEHAVIOUR 3

Thrives under pressure



Head Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Stays calm, thinks clearly and manages others when working under pressure2. Leads by example with positivity and authority3. Prepared to make and learn from mistakes4. Will approach high pressure situations in a consistent and professional manner	<ol style="list-style-type: none">1. Stays calm when working under pressure2. Would prefer to work in comfort zone unless supported3. Would need support to channel emotions when working under pressure4. May need mentorship/support to operate professionally under pressure	<ol style="list-style-type: none">1. Can become emotionally overwhelmed and creates added stress to the team2. Under pressure will divert from agreed plans, show an inconsistent and/or unprofessional approach3. Reacts negatively to mistakes4. Fails to learn from previous mistakes

BEHAVIOUR 4

Adapts well to changing circumstances



Head Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Would anticipate and strategically plan for change2. Sees change as a challenge rather than a threat and an expected part of successfully operating in high performance environments3. Would seek opportunities to contribute and be actively involved in change4. Likely to drive and lead the way on change within their department and/ or in the wider academy	<ol style="list-style-type: none">1. Would adapt to changing circumstances effectively2. Would show engagement with change, listening to and applying what is now being asked3. Maintains consistent level of performance despite change4. Will ask questions on proposed changes and want to know how this may affect them and their role	<ol style="list-style-type: none">1. Slow and negative response to change2. May default back to old ways of doing things and what feels comfortable3. Repeats the same mistakes over and over4. Unwilling to adapt working practices

BEHAVIOUR 5

Willing to be challenged and challenge others



Heart Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Seeks and capitalises on opportunities to push themselves out of their comfort zone, to better themselves2. Seeks opportunities for themselves and others that present appropriate challenge3. Puts in maximum effort pushing themselves and others to work to achieve their ambitions and objectives4. Happy to give and receive constructive criticism in order to continually raise the bar of their work/performance	<ol style="list-style-type: none">1. Will push themselves out of their comfort zone if presented with the opportunity to do so2. Put in solid effort to challenge themselves and achieve their objectives3. Demonstrates a willingness to be challenged through opportunities presented to them4. May require advice on challenging others but will take on board personal constructive criticism to improve	<ol style="list-style-type: none">1. May appear unhappy in the environment and deters others from challenge2. Avoids or dwells on challenge - struggling to perform as required3. Requires significant support when faced with challenge4. Responds poorly to constructive criticism and show little willingness to raise the bar

BEHAVIOUR 6

Inspires, encourages and supports self and others



Heart Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Shows enthusiasm to support and encourage others (including colleagues, players & external stakeholders)2. Inspires others through display of enjoyment in their work (e.g. smiling, positive body language)3. Engages with and respects others, showing commitment to the working environment, team preparations, and wider organization operations4. Recognizes the contribution of others, in order to champion their work	<ol style="list-style-type: none">1. Encourages and drives staff and players for short-term achievements (inconsistent)2. Engages with and respects colleagues, players, and external stakeholders (e.g. keeps to arrangements)3. Considerate of the team environment4. Recognizes the contribution of others adopting a selfless approach to their duties	<ol style="list-style-type: none">1. Is rude or ignores others (e.g. misses arrangements)2. Appears overly selfish and only concerned with themselves (e.g. not helping within the team environment)3. May mock colleagues for working hard or completing tasks4. Undertakes tasks with no consideration of the impact on others and the wider organization

BEHAVIOUR 7

Demonstrates professionalism at all times



Heart
Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Always works by the Academy Values and assists others to understand and align with them2. Prepares thoroughly for all work duties - enabling impactful contributions in all interactions3. Uncompromising display of professional behaviours, (e.g. punctual to meetings, organized, polite, discrete management of sensitive information)4. Expects high standards of others - communicates this effectively	<ol style="list-style-type: none">1. Demonstrates Academy Values and standards in their work and behaviours2. Aware of the importance of professional behaviours and seeks support if required3. Prepares for work duties and is aware on the impact on other areas4. With support and encouragement, will expect high standards of others	<ol style="list-style-type: none">1. Does not align with Academy Values and standards2. Seen as a distraction to others - unaware of the team environment behaviours in interactions (e.g. on phone during a meeting)3. Prepares poorly for their duties (e.g. meetings, session plans, match preparations) meaning they are unable to deliver as required4. Fails to display professional behaviours on numerous occasions (e.g. late to meetings, disrespectful of others, not organized, and doesn't complete responsible tasks)

BEHAVIOUR 8

Committed to pushing self and others to succeed



Heart Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Adopts a positive approach to development opportunities and drives projects/tasks that improves the organization, themselves, and others2. Consistently delivers detailed quality work that goes above and beyond the bare minimum3. Committed to working hard to achieve their personal ambitions and meet Academy objectives4. Displays healthy dissatisfaction, resetting their ambitions to continually raise the bar	<ol style="list-style-type: none">1. Completes tasks/duties required within their role2. Displays a good work ethic to complete set tasks and achieve personal goals3. Willing to put in effort and push themselves. Will assist others4. With guidance, will engage in opportunities that are available to them to help them develop	<ol style="list-style-type: none">1. Appears comfortable with their current level and does not seek further opportunities2. Moans about what they are expected to do3. Loses sight of their goals and doesn't see the bigger picture4. Has no intention to work for or with the team, working for personal gain only

BEHAVIOUR 9

Rises to a challenge



Stomach Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Welcomes a challenge, viewing it as an opportunity to develop rather than a threat2. Displays positive body language, manner, and approach when presented with a difficult situation/task3. Shows relentless effort in challenging tasks to be productive and focused4. When things go wrong, continues to strive and push themselves and others	<ol style="list-style-type: none">1. Will contribute to tasks as requested but may need guidance and support from others2. Displays a positive approach to completing difficult tasks and will give it a go3. Will stick to the task given and work to produce requested outcome4. Will recognize when things go wrong and ask for support to ensure the job gets done	<ol style="list-style-type: none">1. Gives up easily and reduces effort in certain tasks or challenging situations2. Displays poor body language, manner, and approach in difficult situations3. Will become passive in challenging tasks seeming unfocused/uninterested4. Will look to blame others when things go wrong

BEHAVIOUR 10

Effective communicator



Stomach Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Is happy to speak up, challenge and voice their opinion within and outside of their immediate team2. Communicates both instruction and encouragement to others they are working with in a clear manner3. Willing to deliver and address positive and negative feedback when necessary4. Utilises both verbal and non-verbal communication effectively (knows when to talk and when to listen)	<ol style="list-style-type: none">1. Will have an opinion and share when requested2. Communicates the need to know information to others they are working with3. With support and encouragement, will deliver the necessary feedback to others4. Is aware of verbal and non-verbal communication towards others	<ol style="list-style-type: none">1. Rarely expresses their opinion yet can be dismissive of others' opinions2. Can go quiet and display negative body language in their communication3. Lacks interest in communicating with others both generally and specifically4. Lacks awareness of their verbal and non-verbal communication

BEHAVIOUR 11

Positive approach to setbacks



Stomach Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Views setbacks and part of developing and performance responding by adapting positively2. Works to maintain own and drive the standards of others despite difficulties3. Shows evidence of learning from setbacks and positively adapting for future tasks4. Noticeably motivated to work hard and support others following a setback	<ol style="list-style-type: none">1. Responds to setbacks actively and positively2. Maintain their own standards during difficult times3. Will learn from setbacks and shows adaptation with the support of others4. Maintains motivation and work rate following a setback	<ol style="list-style-type: none">1. Struggles to accept and overcome setbacks2. Will often complain about difficult situations, making excuses or blaming others3. Withdraws and is negative when faced with a setback4. Can dwell of things following a difficult situation

BEHAVIOUR 12

Takes responsibility



Stomach Descriptors

Star Performer	Meeting Expectations	Under Performing
<ol style="list-style-type: none">1. Eager to show what they are capable of taking on roles of responsibility for themselves and others (for things in and outside of their job role - for the greater good)2. Continues to seek opportunities of responsibility when things are hard or the pressure is on3. Shows commitment in their decision making and professional choices4. Will take appropriate risks and try new things	<ol style="list-style-type: none">1. Takes responsibility and ownership for their own works/projects when asked2. Makes the most of opportunities offered3. Will seek reassurance on their decisions and ideas but willing to put forward what they think4. Demonstrates a willingness to try new things but may seek support/guidance	<ol style="list-style-type: none">1. Hides from responsibility showing reluctance to take ownership2. Avoids risks and takes the easy option3. Makes poor decision in the execution of tasks/projects/delivery4. Unwilling to take risks or try new things - prefers to stay in their comfort zone