



ICF BC Team Agreements

Confidentiality & Integrity

Uphold confidentiality and act with professional integrity in all interactions, in alignment with ICF ethics and global ethical standards. When boundaries are unclear or concerns arise, we name and address them promptly. If ethical uncertainty, boundary ambiguity, or risk of harm remain unresolved, we engage the Executive Committee and bring matters to the Board as needed.

[UN SDG 16: Peace, Justice and Strong Institutions](#)

Transparency & Clarity

Communicate openly about decisions, processes, and intentions. Declare any real, potential, or perceived conflicts of interest as soon as they are recognized. These will be addressed through transparent dialogue, consistent with confidentiality obligations, and guided by a neutral third party when needed, with a shared goal of resolution that maintains trust and accountability. Decisions follow agreed decision-making authority. When consensus is not possible, the rationale, decision-making authority, and process used are documented.

[UN SDG 16: Peace, Justice and Strong Institutions](#)

Assume Positive Intent & Practice Compassion

Engage with each other from a place of trust, curiosity, compassion, and respect while centering impact over intent. We listen with care and curiosity before responding, seeking to understand impact before defending intent. We take shared responsibility for recognizing and addressing harm, regardless of intent. Compassion includes accountability, clear boundaries, and timely repair when impact causes harm.

[UN SDG 3: Good Health and Well-being](#)

Discernment Over Judgment

Approach complexity with discernment, humility, and active bias awareness. We seek multiple perspectives, welcome respectful challenge, and use structured reflection, supervision, or third-party input when judgment, power dynamics, or bias may influence decisions. Conclusions remain open to revision as learning evolves. Dissenting perspectives and respectful challenge are welcomed as leadership contributions that strengthen collective discernment.

[UN SDG 4: Quality Education](#)

Efficient & Effective Communication

Communicate intentionally with respectful clarity and kindness. Choose live conversation when nuance or relationship is at stake, while remaining attentive to accessibility, cultural norms, and explicit consent. We prepare for meetings, respond in a timely way, and name capacity limits when needed, as defined in our communication agreement.

[UN SDG 9: Industry, Innovation and Infrastructure](#)



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Collaboration & Accountability

Work collaboratively with humility, generosity, and shared responsibility. Follow through on commitments and support one another with kindness, accountability, authenticity and reliability. Breaches are addressed directly through timely peer conversation, with escalation when patterns persist despite direct conversation and agreed corrective steps.

[UN SDG 17: Partnerships for the Goals](#)

Recognize, Repair & Resolve Conflict

Acknowledge conflict early and address it respectfully. Courageous conversations are expected. Commit to first seeking resolution directly with the other individual(s), unless safety, power imbalance, or ethical risk makes this inappropriate. It can then be escalated to the team. Mediation or external support is used when resolution is not reached internally.

[UN SDG 16: Peace, Justice and Strong Institutions](#)

Belonging, Inclusion & Equity

Center equity and inclusion while honoring professional role boundaries and ethical neutrality, with a clear commitment to dignity, fairness, and non-discrimination. We actively attend to power, privilege, and positional influence in participation and decision-making. All voices are invited, respected, and considered, with shared responsibility for ensuring fairness, dignity, and psychological safety.

[UN SDG 5: Gender Equality & SDG 10: Reduced Inequalities](#)

Continuous Growth

Commit to lifelong learning, ongoing self-reflection, and professional development. Stay aligned with evolving ICF standards and global movements toward social justice. The Board regularly reviews its effectiveness and impact and acts on identified learning and gaps.

[UN SDG 4: Quality Education](#)

Humanity & Joy

Lead with humanity. Make space for emotions, rest, laughter, imperfection and meaningful silence, with attention to boundaries, consent, and individual differences. Celebrate successes, progress and relationships as essential to sustainable leadership, while remaining attentive to context and cultural norms. Create moments for fun and joy together.

[UN SDG 3: Good Health and Well-being](#)