

My development

Take your career to the next level by understanding what attributes are expected from a **Senior Director**

What makes a SAILOR at Ofwat?

Every day, I live the SAILOR values of **S**upport, **A**mbition, **I**ntegrity, **L**earning, **O**wnership and **R**espect



To develop myself...

- ✓ I am a committed learner
 - ✓ I build trust
- ✓ And I champion and lead change

To develop people around me...

- ✓ I make relationships count
 - ✓ I build the team
- ✓ And I promote collaboration

To make a broader impact in Ofwat and beyond...

- ✓ I'm an adaptable thinker
 - ✓ I create clarity
- ✓ And I deliver outcomes



Developing myself

Continuous improvement and learning are central to life at Ofwat – and Learning is one of our core SAILOR values! To be a true SAILOR, you'll be committed to developing yourself.

Aware of your impact on those around you, you'll strive to build trust. You'll also build on your inner resilience to adapt to change and access any support you may need to deliver your role.



✓ I am a committed learner

✓ I build trust

✓ I champion and lead change

What does being a “committed learner” mean?



As a Senior Director, being a committed learner means that...

- ✓ I have an ongoing focus on my own growth and learning, striving for a heightened level of self-awareness to manage my own reactions and interactions to get the most from them
- ✓ I practice active inquiry across variety of areas, teams and connections to foster understanding and shape my approach
- ✓ I connect teams and people, and avoid siloed thinking

What does “building trust” mean?



As a Senior Director, building trust looks like...

- ✓ I develop and champion the reputation of Ofwat and lead by example
- ✓ I am a visible, reassuring leader in times of ambiguity
- ✓ I am consistent in my focus on Ofwat's core purpose and goals

What does being a “champion and leader of change” mean?



As a Senior Director, I champion and lead change by...

- ✓ I align change initiatives with Ofwat’s values, strategic intent, and practices
- ✓ I inspire the organisation (and external stakeholders) by presenting compelling reasons for change
- ✓ I facilitate the development of an organisation that continuously embraces change through systemic action (eg mindset, relationships, resources or time), and actively remove blockers to progress

Developing people around me

Being part of the Ofwat team means supporting others, and as a SAILOR, you'll understand that relationships are key and that our outcomes are only as strong as our teams.

You'll always be willing to help others succeed whilst striving to further our goals and ambitions – whether that's by leveraging your own connections or promoting collaboration between teams or with external partners.



✓ I make relationships count

✓ I build the team

✓ I promote collaboration

What does “making relationships count” mean?



As a Senior Director, I make relationships count by...

- ✓ I engage widely, creating the conditions for senior relationships to flourish (internally and externally) to help align strategy and plans
- ✓ I role model healthy ways to deal with conflict and complexity in relationships
- ✓ I take a long term view to relationship building with varied stakeholders to form partnerships, expand shared vision (internally and externally), influence and achieve strategic goals

What does “building the team” mean?



As a Senior Director, I build the team by...

- ✓ I ensure that people capability is central to strategy for my area and that of Ofwat
- ✓ I systematically review capability, competence and performance for today and for the future
- ✓ I help build a talent pipeline aligned to future plans, and enable development and mobilisation of those with potential

What does “promoting collaboration” mean?



As a Senior Director, I promote collaboration by...

- ✓ I collaborate at a strategic level in both thinking and partnership
- ✓ I champion collaboration and inclusion as a corporate approach
- ✓ I prioritise Ofwat's collective success over personal success
- ✓ I actively build a culture of collaboration throughout Ofwat and my broader network

Making an impact in Ofwat and beyond

At Ofwat, everything comes down to delivering the best possible outcome for water customers, society, and the environment. In your everyday role, you'll do this by never losing sight of Ofwat's strategic priorities and business outcomes – and by delivering against these every day.

The way we adapt our thinking and bring clarity to those around us are central to our success.



✓ I'm an adaptable thinker

✓ I create clarity

✓ I deliver outcomes

What does being an “adaptable thinker” mean?



As a Senior Director, being an adaptable thinker means that...

- ✓ I articulate where Ofwat or my function needs to plan beyond a five-year timeframe with explanation and justification
- ✓ I influence Ofwat's strategy beyond my own function
- ✓ I critically assess progress on strategy at the corporate level and promote adjustments where required

What does “creating clarity” mean?



As a Senior Director, I create clarity by...

- ✓ I communicate skilfully in high pressure situations, for example media, high profile stakeholders
- ✓ I demonstrate accountability for the clarity and impact of communications from my area
- ✓ I reconcile strategic tensions when communicating to represent the whole organisation
- ✓ Skilfully use varied communication methods as regulatory tools to influence behavioural shift

What does “delivering outcomes” mean?



As a Senior Director, I deliver outcomes by...

- ✓ I demonstrate accountability for delivery against outcomes
- ✓ With other Senior Directors, I establish and communicate Ofwat’s strategic priorities, desired outcomes, and performance expectations in a consistent manner
- ✓ I am active in driving a performance focused culture