

# My development

What makes a SAILOR at Ofwat?  
Discover the attributes we're looking for

# Bands



Associate



Senior Associate



Principal



Director



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?



## I’m an Associate. Being a committed learner means that...

- ✓ I am flexible and curious, and can adapt to new processes, systems, approaches and ways of working
- ✓ I prioritise time for professional learning, and keep up to date with new and evolving knowledge and skills in my field
- ✓ I am committed to self-improvement to boost my impact and effectiveness by seeking to understand my own preferences and impact



## I’m a Senior Associate. Being a committed learner means that...

- ✓ I actively seek feedback from varied stakeholders with an open mind. I work hard to interpret and act upon feedback
- ✓ I actively participate in building a culture of continuous improvement
- ✓ I am self-aware, understand my personal strengths and weaknesses, and am working to develop in more challenging areas



## I’m a Principal. Being a committed learner means that...

- ✓ I am receptive to a range of learning opportunities for myself and others, integrating approaches beyond formal learning
- ✓ I champion a commitment to learning within my team
- ✓ I integrate learning in my leadership approach, sharing things I have learned for the benefit of others to drive improvement



## I’m a Director. Being a committed learner means that...

- ✓ I create and protect an inclusive environment in which all can develop regardless of their needs or background
- ✓ I champion professional development
- ✓ I am a role model for lifelong learning and promote a proactive self-improvement approach

# What does “building trust” mean?



## I'm an Associate. Building trust looks like...

- ✓ I demonstrate ownership and integrity by doing what I say I will, delivering quality work to time and managing expectations if challenges occur
- ✓ I proactively share ideas, knowledge and expertise
- ✓ I celebrate the success of colleagues



## I'm a Senior Associate. Building trust looks like...

- ✓ I demonstrate expertise and good judgement in my field
- ✓ I admit mistakes and reflect on learning from these
- ✓ I actively encourage team members at all levels (within my network) to share their concerns, suggestions and learning



## I'm a Principal. Building trust looks like...

- ✓ I engender positive relationships and encourage an environment of safety by actively listening, withholding judgement, seeking understanding and creating rapport
- ✓ I help team members to collaborate effectively, and seek to understand and resolve conflict
- ✓ I am known for my reliability; always deliver on my commitments; and am consistent in my decision making



## I'm a Director. Building trust looks like...

- ✓ I am self aware. I foster an Ofwat-wide culture of trust and inclusion, leading by example and creating a safe space for constructive challenges
- ✓ I demonstrate integrity by creating positive relationships within and across teams, and addressing complex relational challenges
- ✓ I demonstrate expertise, sound judgement, and consistency. I hold the line when required



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



## I'm an Associate. I champion and lead change by...

- ✓ I notice my own reaction to and resilience to change. I am taking steps to manage and develop this as appropriate
- ✓ I seek to understand the direction of change and demonstrate the ability to modify my work accordingly
- ✓ I remain motivated by the challenge to deliver results while working through change



## I'm a Senior Associate. I champion and lead change by...

- ✓ I scan the horizon for internal / external factors which necessitate change
- ✓ I contribute to maximising the positive impacts of change
- ✓ I articulate the rationale for, and positive and negative consequences of change to help others adapt



## I'm a Principal. I champion and lead change by...

- ✓ I am focused on the change impact of key business issues
- ✓ I actively seek ways to deliver better value for our customers (either internal or external), by implementing process improvements, tools or technology which will lead to efficiencies, or encouraging and role modelling a shift in behaviours
- ✓ I coach others to develop stronger change management skills and actively engage with change



## I'm a Director. I champion and lead change by...

- ✓ I identify appropriate change opportunities to deliver Ofwat's strategy. I drive and implement change and help foster an Ofwat culture that embraces change
- ✓ I test potential change opportunities and strategies with key stakeholders
- ✓ I deliver change programmes skilfully and sensitively



# 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?



## I'm an Associate. I make relationships count by...

- ✓ I build the relationships and peer networks needed to drive progress
- ✓ I demonstrate empathy for others and find mutually beneficial ways of working
- ✓ I contribute towards a supportive team environment



## I'm a Senior Associate. I make relationships count by...

- ✓ I take time to listen to my colleagues
- ✓ I build rapport and proactively expand my internal and external network
- ✓ I help others develop new relationships and make connections
- ✓ I take action where needed to overcome conflict within the team and my own relationships



## I'm a Principal. I make relationships count by...

- ✓ I share my networks and relationships for the benefit of others
- ✓ I build broader Ofwat expertise so that I can represent Ofwat skilfully in external relationships
- ✓ I provide a space for inclusive conversations, creating the conditions for empowerment



## I'm a Director. I make relationships count by...

- ✓ I break down barriers and silos to enable relationships to flourish
- ✓ I cultivate and use relationships to unlock issues, develop policy and progress thinking
  - ✓ I demonstrate a sophisticated understanding of stakeholder motivations and engagement strategies

# What does “building the team” mean?



## I'm an Associate. I build the team by...

- ✓ I proactively share knowledge, learning and expertise where appropriate for the benefit of the wider team
- ✓ I seek and sensitively share feedback for personal growth and team effectiveness
- ✓ I focus on continuous improvement to increase efficiency and capacity within the team



## I'm a Senior Associate. I build the team by...

- ✓ I readily offer support and sensitively provide constructive feedback (to colleagues, peers, team members) to enable growth and development
- ✓ I am proactive in helping others to develop beyond the traditional hierarchy, encouraging and facilitating the learning of others
- ✓ I delegate and/or influence appropriately, adapting my style where required to empower and maximise learning opportunities
- ✓ I address individual and team performance issues and behavioural challenges where required, in a timely and effective manner



## I'm a Principal. I build the team by...

- ✓ I prioritise and plan workloads to achieve Ofwat's strategic goals while supporting the health and wellbeing of the team
- ✓ I define the skills and attributes needed for today and for the future success of Ofwat and am proactive in resource and succession planning.
- ✓ I create an environment of continual learning within the team, empowering and equipping team members for greater contribution and fulfilment



## I'm a Director. I build the team by...

- ✓ I create the conditions for people to thrive and deliver; empowering, coaching, valuing diversity and building capability
- ✓ I collaborate across Ofwat to ensure resources are distributed appropriately
- ✓ I anticipate future people capability needs, and proactively develop and acquire capabilities in line with Ofwat's strategy and evolving needs

# What does “promoting collaboration” mean?



## I’m an Associate. I promote collaboration by...

- ✓ I collaborate, find common ground and build relationships when working with people with different backgrounds, styles or preferences
- ✓ I share knowledge, learning and experience openly within my networks to promote collaboration
- ✓ I help solve problems across teams where appropriate by understanding the work of others



## I’m a Senior Associate. I promote collaboration by...

- ✓ I invest time in active collaboration across my team and workstreams to enhance delivery
- ✓ I connect others and seek opportunities for innovative collaboration to solve challenges.
- ✓ I lead and facilitate inclusive discussions and meetings to ensure all voices are heard



## I’m a Principal. I promote collaboration by...

- ✓ I weigh the benefits and constraints of collaboration to make sound decisions
- ✓ I encourage a culture of collaboration, coaching others to make links and exploit synergies
- ✓ I use collaboration to evolve my approach and priorities (and those of my team) to promote better outcomes in pursuit of Ofwat's strategy



## I’m a Director. I promote collaboration by...

- ✓ I foster a culture of collaboration within and across teams and external partnerships, and role model impactful collaboration
- ✓ I identify and implement opportunities for internal and external collaboration
- ✓ I am skilled at communicating ideas and strategy both internally and externally to further Ofwat's strategic aims and encourage collaboration

# 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?



## I’m an Associate. Being an adaptable thinker means that...

- ✓ I identify problems, seek information to find solutions, and make balanced decisions to achieve continuous improvement
- ✓ I communicate with others during decision-making and understand connections to other areas of Ofwat
- ✓ I respond with agility when parameters or goals change, and adapt my approach accordingly



## I’m a Senior Associate. Being an adaptable thinker means that...

- ✓ I consider broader strategic priorities and stakeholders when making decisions about short-, medium- and long-term priorities
- ✓ I identify patterns or connections between longer term challenges to inform my approach
- ✓ I use data and insights to develop my work approaches to enhance delivery



## I’m a Principal. Being an adaptable thinker means that...

I make informed decisions which are environmentally, ethically and commercially sound by:

- ✓ evaluating past decisions for insights to improve decision making,
- ✓ understanding and accounting for stakeholder views/reactions (whether internal or external)
- ✓ understanding and mitigating ambiguities and weaknesses in the evidence base



## I’m a Director. Being an adaptable thinker means that...

- ✓ I analyse, define and articulate evolving strategic priorities for my areas
- ✓ I coach others in decision-making and agree the most appropriate framework for decision making given the context
- ✓ I scan internal and external influences and requirements to identify linkages and synergies which support the broader Ofwat strategy

# What does “creating clarity” mean?



## I'm an Associate. I create clarity by...

- ✓ I provide high quality information accurately and promptly, considering the needs of the intended recipient
- ✓ I actively listen to understand intent, and seek clarification on expectations when necessary
- ✓ I take time to understand my customer, and vary my communication style as required to ensure clarity



## I'm a Senior Associate. I create clarity by...

- ✓ I clearly identify and communicate how my work adds value
- ✓ I understand and communicate the purpose behind my work and its link to Ofwat's broader strategic goals
- ✓ I simplify my communications and eliminate jargon
- ✓ I measure the impact of my communications and adjust accordingly



## I'm a Principal. I create clarity by...

- ✓ I communicate consistently and act as an ambassador for Ofwat
- ✓ My communications help the wider team to connect their work to the strategy
- ✓ I coach others on how to communicate effectively



## I'm a Director. I create clarity by...

- ✓ I create compelling communication narratives for both internal and external audiences to motivate, engage and inspire
- ✓ I communicate clearly and authentically to persuade and influence a variety of audiences, demonstrating emotional intelligence
- ✓ I provide clear direction in times of ambiguity, reconciling apparently conflicting narratives and weighing trade-offs to determine appropriate approach

# What does “delivering outcomes” mean?



## I'm an Associate. I deliver outcomes by...

- ✓ I achieve my objectives in a timely manner, taking accountability and responsibility for outputs and outcomes
- ✓ I develop and demonstrate a clear understanding of how my work and objectives fit within the wider organisational objectives and strategy, seeking clarification where required
- ✓ I strive to improve my delivery to customers (whether internal or external)



## I'm a Senior Associate. I deliver outcomes by...

- ✓ I create plans and establish clear objectives to enable the team to achieve the required outcomes
- ✓ I support team members / colleagues to prioritise their work where appropriate
- ✓ I demonstrate resilience and tenacity in the face of challenges



## I'm a Principal. I deliver outcomes by...

- ✓ I articulate the inputs, outputs and outcomes for the work of my area
- ✓ I set the direction, priorities and standards for the team, maintaining a clear connection to Ofwat's strategic priorities
- ✓ I maintain oversight of my teams' delivery, and adapt, intervene and escalate where appropriate
- ✓ Establish robust quality assurance for the work of my team, celebrating success and addressing performance concerns



## I'm a Director. I deliver outcomes by...

- ✓ I translate Ofwat's strategic aims into clear team outcomes, ensuring outputs and activities are aligned
- ✓ I make resourcing decisions within clusters in order to meet Ofwat's priorities
- ✓ I encourage my team to continuously evaluate the impact of deliverables and adapt their ways of working accordingly