

The LEAD programme

Living In the real world

Being sharp, urgent, relevant, modern, clear-minded - and just as importantly being seen to be – getting our distinctive message across.

What This Will Look Like	What This Won't Look Like
<ul style="list-style-type: none"> Using plain English, communicating clearly Being commercially savvy, understanding the drivers in the sector Working on problems that matter to people – focusing on the right outcomes for customers and funders Being clear about what makes a difference, and doing it 	<ul style="list-style-type: none"> Not using complicated, jargonistic, or vague language Not in an ivory tower of policy Not hiding behind bureaucracy/ paperwork / box ticking

Engaging collaboratively

Investing in relationships externally and maximising the synergies between colleagues internally.

What This Will Look Like	What This Won't Look Like
<ul style="list-style-type: none"> Externally, building positive, open and honest communication, whilst still challenging and maintaining a firm line The Art of Debate: inside and outside ORR, willing to share your thoughts with others openly and honestly; being open to others' views and demonstrating strong listening Looking for opportunities to contribute to other colleagues / teams, if it helps ORR overall 	<ul style="list-style-type: none"> Not being aggressive for the sake of it, not being overly controlling when we see a positive response Not keeping yourself to yourself or criticising colleagues / teams without raising your concerns to them first Not getting defensive, closing down important debate Not staying in silos, getting defensive, territorial or protective about your area or ideas.

being **A**mbitious for ourselves

Setting the bar high and maintaining those high standards, whatever it takes.

What This Will Look Like	What This Won't Look Like
<ul style="list-style-type: none">• Striving for “best in class” in all functions of a regulatory body, so that we are seen as a world class regulator• Being cutting edge & innovative in our thinking and activities. Forward looking, looking to the next challenges.• Using the best evidence• Empowering people - creating the time and space to think about how we can keep improving and perform at our best	<ul style="list-style-type: none">• Not settling for mediocrity and the status quo.• Not being resistant to change or defensive about our current practices• Not getting too bogged down by everyday operational issues, or

Demanding higher standards of ourselves and our stakeholders

Drawing out the very best performance from our partners and regulated businesses externally and colleagues internally, by being demanding, firm, open and honest.

What This Will Look Like	What This Won't Look Like
<ul style="list-style-type: none">• Pace, and timely interventions• Maintaining a professional “distance” from our external stakeholders, so as to preserve our independence• Applying real rigour in using all the evidence available, and using it to get the very best out of our external partners• Holding each other to account on the high standards and commitments made: both internally and in public• A willingness to manage poor performance firmly and supportively where we see it	<ul style="list-style-type: none">• Not getting sucked into “regulatory capture”• Not entering into serious negotiations with only half the picture, therefore seriously weakening our position• Not shying away from difficult conversations – taking and giving feedback on our performance

ORR's values

We remain committed to the ORR values, and all of us are required to demonstrate them in our work, in addition to the behaviours of the LEAD programme.

The values we follow are:

We will...

- **Communicate openly**, ensuring that we are approachable and that we listen to the views of others
- **Value others**, respecting their views and behaving appropriately
- **Act professionally**, dealing with issues consistently and fairly
- **Think strategically**, acting on evidence whilst not losing sight of the bigger picture
- **Empower our people**, giving them space to develop, innovate and collaborate