

Leading the Partnership

Roles with responsibility for leadership at an organisational level

Absolute Clarity	Tell me about a time when you have had to align departments behind a certain vision, including how you made expectations clear and the message inspirational.	Tell me about a time you have successfully overcome a high degree of opposition or resistance when communicating to a group of stakeholders about an important business case.	Tell me about a time when you aligned departments behind a certain organisational change. How did you simplify complex messages whilst championing transparency?	Tell me about a time when you successfully excited and inspired your teams to stay the course during a time of significant challenge or change.
Owning It	When have you brought a vision to life, ensuring the ownership and accountability sat with the appropriate person or team?	When have you shown you can create a culture of ownership and accountability for everyone's best interests?	How have you ruthlessly prioritised strategic initiatives, ensuring decisions were based on insights and the organisation's best interests?	How have you empowered your senior leadership team to not only execute your strategic visions, but also take ownership of it – making key decisions and being accountable for outcomes?
In this Together	Tell me about a time when you played a key role in enabling or enhancing collective success for a group of leaders or teams.	Tell me about a time when you had to create and drive a change in organisational culture.	Tell me about a time when you have driven a culture of collaboration for success.	Tell me about a time when being open about a challenge or mistake helped to bring teams together across your department or organisation. How did your honesty create stronger collaboration?
Brilliant Retailers	When have you ensured that customer needs and expectations are the main inspiration in any new product or service offering?	When have you ensured that a culture of excellent service was at the heart of a recent strategic business decision that you made?	How have you defined a strategy that has embraced new technology or digital enhancements to improve customer experience and organisation performance?	Tell me about a time when you have built a culture of excellence where going above and beyond for customers became the norm? How did you do this?
Continuous Improvement	Can you give me an example of how you have supported your organisation to implement a new way of working, guiding everyone through ambiguity and change?	Tell me about a time when you identified a strategic opportunity, and then steered the whole organisation (with its many teams) in a new direction.	How have you role modelled calculated risk-taking that encouraged leaders across your organisation to experiment and create new value?	Tell me about a time when your organisation faced major change or uncertainty. How did you guide senior leaders to see this as an opportunity rather than a threat?
Distinctly Partnership External Candidates	Can you tell me what you think the Partnership means when we say working and leading others in a co-owned business?		From what you know about the John Lewis Partnership, what do you think are the key differences between working here as a Partner compared to being an employee at other companies?	Working within the John Lewis Partnership, how would you demonstrate that you're thinking and acting like a co-owner of the business rather than just someone who works here?
Distinctly Partnership Internal Candidates	Can you explain to me what being a co-owner at John Lewis/Waitrose means to you?		How has being a Partner in an employee-owned business shaped your approach to work and your sense of responsibility?	How do you encourage others to act like a Partner rather than an employee?

Good to know... Instead of planning every response, identify past experiences that can serve as flexible examples for various questions.

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