

Leading Leaders

Roles that lead through others, i.e. they directly or indirectly lead other leaders

Absolute Clarity	Tell me about a time when you have had to interpret a certain strategy for your teams, gain commitment, set the direction and align objectives clearly towards that strategy.	Tell me about a time when you had to inspire your teams and leaders towards a strategy that you didn't necessarily buy into yourself.	Tell me about a time when you've had to create and communicate a compelling vision to motivate a team during a period of change or transformation.	Tell me about a time when you've needed to inform your team about a difficult circumstance.
Owning It	Tell me about a time when you had to quickly reconsider priorities and mobilise the team in order to achieve a goal.	When have you shown that you, as a leader, are a strong role model when it comes to taking ownership and accountability for overall productivity and results?	How have you helped your team to overcome obstacles in order to progress or deliver something?	How have you empowered teams closest to the customer to make decisions and trusted them to deliver the best 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 restore harmony within a team who were not working well together and create a culture of respect.	Tell me about a time when you've created a safe and inclusive environment for everyone in a team – how did you go about this?	What does authentic leadership mean to you? Tell me about a time when you have role modelled authentic leadership and how did this impacted team collaboration?
Brilliant Retailers	When have you ensured that customer needs and expectations were adequately reflected in a key product or service offering?	When have you ensured the customer was at the heart of a recent strategic business decision that you made?	Describe a time when you have identified an opportunity to create additional customer value and improve profitability.	Describe a time when you have anticipated an emerging customer need before it became obvious. How did you gather insights and what action did you take?
Continuous Improvement	Can you give me an example of how you have supported your leaders or teams to implement a new or different way of working, helping everyone involved to embrace the change?	Tell me about a time when you had a particularly innovative, transformational idea or solution, and mobilised your teams to action this.	Give me an example of when you have encouraged a team to be curious; to challenge the status quo and drive improvement.	What does being a Champion of change look like to you? – give me an example of when you have taken on this role.
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?