

Job title: Enterprise Agility Lead, Methodology and Assurance

Core information

Location: London or Bracknell with Hybrid working. Some travel may be expected and travel expenses will be paid in line with the Partnership expenses policy.	Profession: Enterprise Agility
Reports to: Director of Methods & Enterprise Agility	
People Management: Yes <input checked="" type="checkbox"/> Assignment Management: Yes <input checked="" type="checkbox"/>	
Partnership Level: Partnership level 5	Manager's Partnership level: Partnership level 3
Number of direct reports: 2-4	Partnership level(s) of direct reports: Partnership level 6

About the John Lewis Partnership

The Partnership is the UK's largest employee-owned business and home to our two well-loved retail brands - John Lewis & Partners and Waitrose & Partners, as well as expanding into new areas beyond retail.

We aren't an ordinary business though. The Partnership is different because everyone who works here isn't just an employee. We are Partners, with a shared responsibility for our success, and we share the rewards when we're successful.

Everything we do is powered by our unique purpose: **Working in Partnership for a happier world.** Our Purpose inspires our principles, drives our decisions and acts as our guide, so that everything we do contributes to Happier People, Happier Business and a Happier World.

Critical purpose of the role

At JLP we are driving change through a value stream model, the purpose of which is to

Enable aligned business, change and technology outcomes at the right pace and lower costs

As a leader, your focus is to enable and ensure ongoing improvement and maturity with regard to ways of working for how change is delivered in the value streams through creating agreed Partnership frameworks for delivering change that covers digital product management, projects and programmes, and Continuous Improvement. As well as creating the frameworks, the role will be responsible for creating and maintaining a process for objective assessment of the application of the frameworks, and provide feedback to teams within value streams on maturity, thereby contributing to the ongoing improvement of the application of the change frameworks.

Your core focus in each of these will be:

Methodology

You will serve as a technical expert, setting the strategic direction for the creation of a new Partnership-wide framework for Product management, Project/Programme management and Continuous improvement/Process redesign. These frameworks will guide change across the Partnership, ensuring the right level of alignment and autonomy in the way that change is delivered. You will be responsible for the design, maintenance, access and assurance of the methodologies on an ongoing basis. You will seek feedback and improve the frameworks over time.

Assurance



The frameworks will be underpinned by a system that drives an objective ongoing assessment of how the frameworks are applied across the Partnership. The system will be used to give teams and leaders objective feedback on the ways of working within the value streams with the purpose of enabling teams to continuously improve how they apply the frameworks to deliver change more effectively. As part of this assessment, you will bring new perspectives in agile and Systems thinking to influence and guide senior leaders to deliver complex change. This objective measurement and feedback will also form part of the value stream quarterly business review process.

In this role, you will also be the designer and implementer - in conjunction with the Scaling Agility Lead - to create a maturity view of the overall system of change (i.e the scaled agile framework) that will enable other teams to continually improve the overall design and delivery of change.

This role will be operating at the Shared Capability Area (SCA) leadership level, effectively acting as a leader to their own team of Enterprise Agility Coaches and as a member of the SCA leadership team.

Through your Enterprise Agility SCA, you will have the opportunity to develop and stretch personally and professionally to achieve your potential.

The Partnership supports agile and flexible working practices, such as when, where and how we work. We have several different ways to work flexibly, including part-time, flexible or compressed hours, and job sharing. Head office areas also support a blended working approach.

We celebrate diversity and inclusion in the John Lewis Partnership and we are committed to becoming the UK's most inclusive business, reflecting and connecting with the diverse communities that we serve.

Primary Outcomes & Accountabilities

- Work with the Enterprise Agility shared capability area leadership team to drive accelerated maturity of ways of working against the Partnership change framework across the Partnership
- Lead a team of Enterprise Agility Coaches to ensure that the change frameworks are designed well, and implemented and embedded in the value stream model
- Work with the Director of Methods & Enterprise Agility to define and own a plan for building the right frameworks, continuously improving them and owning a clear plan to understanding and driving maturity through data
- Critically work across the brands at a leadership level to ensure that maturity is a valued indicator and is used for improvement in the delivery of change
- Work with the the Capability and Scaled Agile Lead at JLP and with the Learning team to ensure learning materials are aligned to the change frameworks

Measures of success

- We are maturing as a Partnership in terms of how we deliver change across the three main buckets: Process, Product and Project, this can be measured in a maturity framework
- Partners' skills and capabilities are changing over time and therefore the way we do change is becoming more effective
- There is a measurable improvement in how change is delivered i.e speed and cost
- Positive feedback from teams and Partners who engage with the capability



- Evangelise Enterprise Agility across the organisation to drive awareness and adoption, create engagement and ensure we are at the forefront of latest thinking
- Actively contribute to the growth and development of the Enterprise Agility shared capability area
- Act in accordance with the Partnership's purpose and democratic principles, constructively participating in co-ownership, and demonstrating to customers and each other that it is a better way of doing business. Share your knowledge, experiences, ideas and opinion to improve the Partnership, speaking honestly and frequently
- Invest in your personal and professional development to achieve your potential, by doing more, doing better, or doing different things. Continuously engage with and actively contribute to your Profession

Skills

- **Stakeholder management**
 - Identifies key stakeholders, their motivations and priorities, and considers these when building and managing relationships. Anticipates stakeholder challenges and proactively plans for these, displaying strong communication
- **Organisational strategy**
 - Thinks for the long term whilst making sense of the current climate. Cuts through any issues in order to reach the defined goal and ensures continued alignment to current business objectives. Puts these strategies in place for peers and team and in doing so, creates a culture where everyone contributes.
- **Influencing decisions and stakeholders**
 - Works collaboratively through active listening and assertive communication to reach win-win outcomes. Adapts style to influence stakeholders and keeps Partnership interest as the forefront of decision making.
- **Enterprise thinking**
 - Breaks down silos and works with a one Partnership mindset, making links and connections across functions and divisions where necessary to drive efficiencies. Cuts through competing agendas to drive activity and outcomes.
- **Critical thinking**
 - Uses data and evidence to develop thinking and form reasoned judgements

Qualifications & Experience (where applicable)

Essential

- Experience in Systems thinking, lean and agile/product techniques which may include higher-level Agile certifications such as Prokanban trained trainer (PSKT), Certified Scrum Trainer (CST), SAFe (SPC)
- Experience in building and running capability building services with connections to external certifying bodies
- Understanding of and proven experience in facilitating, mentoring, training and/or offering professional coaching to leaders and teams
- Working experience in one or more of the following Agile methods or frameworks: Scrum, Extreme Programming (XP), Kanban, LeSS, DAD, etc.

- Experience in designing and running an agile at scale process including quarterly planning visualisation and measurement
- A proven track record in applying lean and/or systemic e2e system redesign outside of software teams
- Ability to flex between applying lean and flow principles in many situations in different work systems

Desirable

- Working experience in applying the vanguard method and or Deming's system of profound knowledge, 14 points
- Experience of applying the above in a retail environment

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1	Justin Watts	6.2.24