

## Organisation & People Change Manager

### Core information

<b>Location:</b> Bracknell head office ▾ London head office ▾	<b>Lines of business or shared capability area:</b> People
<b>Reports to:</b> Organisation & People Change Lead or People Change Operations Lead	
<b>People Management:</b> Yes ▾	
<b>Assignment Management:</b> Yes ▾	
<b>Partnership Level:</b> Partnership level 6 ▾	<b>Manager's Partnership level:</b> Partnership level 5 ▾
<b>Number of direct reports:</b> Up to 5	<b>Partnership level(s) of direct reports:</b> Partnership level 7 ▾

### 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 and Waitrose, 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

As an Organisation & People Change Manager, you'll play a critical role for the Partnership in shaping organisational structures, roles and processes which enhance effectiveness and improve overall business and commercial performance. You'll be a subject matter expert and lead on the design and delivery of people change. This includes leading Partner change diagnosis, end-to-end organisation design and delivering prioritised Partner change projects which may typically be medium to large scale/complexity.

You'll use your expertise and influence across a range of change projects, e.g. restructures, changes to terms and conditions of employment, propositional change or TUPE in and out. This means supporting business leads to reach the optimal design and Partner approach, achieving the required cost targets aligned to strategic business objectives. As required, you will attend the appropriate governance forums to support business leads in progressing their change.

You'll work collaboratively with business leads and a range of stakeholders, up to and including Exec Director, as well as the relevant People Partners, to support them through high level and detailed design to develop solutions, taking into consideration the mitigation of risk and retention of talent. You'll be highly influential, challenging constructively and asking provocative questions and coaching leaders to reach solutions that make sense commercially whilst maintaining the integrity of the relationship with the business.

You'll represent the People Change Delivery team in cross functional teams to plan and implement the design and delivery of change work and projects with stakeholders. Influence project decisions made to allow delivery compliance and process efficiency, monitoring progress and tracking deliverables.

In this role, you'll also lead evaluation work to contribute to the continuous improvement of organisational design and delivery across the Partnership.

As a People Manager, you will be accountable for your team, supporting their professional and personal development and contributing to resource requirement conversations across the broader People Change Design & Delivery team.

### Primary Outcomes & Accountabilities

#### Team Leadership:

- Creates the right conditions for all Partners to be their best, make their best contribution and achieve their potential. Role model expectations and drive contribution conversations aligned to talent and succession plans.
- Provide mentoring and coaching to direct reports and project team members to build capability and ensure effective delivery of tasks and activities.
- Working with the People Change Lead, set clear direction and outcomes for the team, with the customer being at the centre of what we do.
- Define project resources required to deliver effectively against budget.

#### Change Design:

- Lead the People Change Consultants through all steps of change design including scoping, shaping, strategy, Partner approach, benefits quantification and organisation design and development.
- Support the diagnosis of issues, identifying Partner and organisation implications of change to confirm business outcomes.
- Lead the high level and detailed design of organisational structure, roles and processes, establishing future requirements and organisational fit.
- During design, identify any risks in adhering to Partnership policies, ensuring escalation of these risks to relevant governance groups/policy or proposition owners.
- Work with business leads to support consistent and effective design of change.

#### Change Delivery:

- Lead the execution of people change projects, providing subject matter expertise and taking an approach which balances effective delivery with risk to the Partnership.
- Demonstrate proficiency in applying our change and redeployment policies and processes, collaborating effectively across People teams and other stakeholders to deliver the agreed Partner and organisational change, ensuring an effective change experience.
- Shape appropriate plans, surfacing requirements and solutions to meet all agreed project deliverables.
- Identify, assess, and manage organisational change related risk and implement risk control practices to ensure compliance and informed decision making.
- Deliver excellent project monitoring and tracking, providing insight and data as necessary.
- Collaborate throughout change with business leads, key stakeholders within the People team including Senior/People Partners to keep them up to date on progress and to ensure any concerns are raised and acted

### Measures of success

- Achievement of business outcomes and supporting delivery of business case metrics for each assignment
- Design and delivery of change projects on time achieving agreed metrics
- Consistent Partner approach to change and resulting feedback on Partner change experience
- Enhanced employee engagement and inclusion metrics
- Safe and secure control of data in line with all Partnership requirements
- Total business lead competence in owning their change
- Evaluation resulting in recommendations
- Delivery of change within risk appetite
- Partner satisfaction and engagement scores
- All Partners have regular check-ins and contribution conversations.
- All Partners goals are relevant and up to date, linked with team deliverables & therefore the Partnership Plan

upon.

**Continuous Improvement:**

- Adopt a CI mindset to ensure the services across the areas of accountability are optimised. Use data, insight and technology to recommend improvements.
- Evaluate People change deliverables post implementation and seek ways to drive continuous improvement, drawing in all relevant people teams, legal, business leads and SMEs
- Keep up to date with external trends and insight to inform organisation design options, utilising the People Change Standards Manager to support best practice, tools and templates applicable to the change work

**Personal Development:**

- Role model the Partnership Behaviours and proactively invest in your own continuous professional development, both technically and personally. Drive your own contribution conversations and set and review your development goals regularly.
- Participate in the Partnership's democratic channels and encourage others to do so.

Skills	
<b>Business and Commercial Acumen</b>	Deep understanding of how functional areas contribute to business performance. Ability to manage budgets, interpret data and metrics, and make commercially sound decisions that align with the Partnership's purpose.
<b>Change Leadership</b>	Skilled in leading and embedding change, especially in times of transformation. Able to build momentum, engage stakeholders, and overcome resistance while staying aligned to values and strategy.
<b>Collaboration and Cross-Functional Working</b>	Effective in working across functions, breaking down silos, and creating integrated solutions. Champions co-creation and shared ownership of outcomes.
<b>Communication and Engagement</b>	Excellent communicator, both verbally and in writing, with the ability to translate complex concepts into compelling narratives. Skilled in building employee engagement through transparency, storytelling, and shared purpose.
<b>Continuous Improvement</b>	The ability to identify areas for enhancement and implement strategies to increase efficiency and effectiveness in processes and systems.
<b>Data fluency</b>	Analysing and interpreting data to provide insight and inform decision making.
<b>Demand and Capacity Management</b>	Apply practices and disciplines to forecast and balance demand for resource with available capacity to ensure efficient operations and seek solutions to optimise capacity of resource to meet business needs/demand.

<b>Influencing and Stakeholder Management</b>	Strong ability to influence at senior levels, including the Executive Team, democratic forums, and wider business stakeholders. Capable of managing complex relationships and building trust across diverse groups.
<b>JLP Operating Model Framework &amp; Application</b>	Experience and ability to apply the JLP operating model framework.
<b>Leading change</b>	The ability to guide and manage organisational transformation, ensuring smooth transitions and minimising disruption.
<b>Operational Excellence</b>	Proficient in overseeing systems, policies, and processes to ensure high-quality, efficient delivery. Strong grasp of governance, compliance, and risk management in an operational context.
<b>Organisational change skills</b>	Understanding how to effectively enable change. This includes knowledge of business cases, managing change, continuous improvement and innovation, change experience and engagement, change levers, change frameworks and project management.
<b>Organisation Design &amp; Effectiveness</b>	Ability to analyse and assess organisational effectiveness to determine the most suitable organisation design & structure in line with business strategy and objectives.
<b>Risk Management</b>	Demonstrates the ability to proactively identify, assess, and manage organisational risk and implement risk control practices to ensure compliance and inform decision making
<b>Strategic Thinking</b>	Ability to see the big picture, align strategy with business goals, and anticipate future workforce needs. Skilled in navigating complexity, identifying long-term trends, and driving innovation within propositions.

<b>Qualifications &amp; Experience (where applicable)</b>
<p>Essential</p> <ul style="list-style-type: none"> <li>• A subject matter expert of organisation design, gained through study and/or work experience</li> <li>• Proven experience of managing project planning and delivery for change projects</li> <li>• Knowledge of HR/Partner lifecycle and Partnership policies and employment law</li> <li>• Redundancy and TUPE experience</li> <li>• Commercial awareness and financial acumen</li> <li>• Change leadership skills</li> <li>• A deep understanding and application of HR tools and methods in order to facilitate change</li> </ul>
<p>Desirable</p> <ul style="list-style-type: none"> <li>• Related professional qualifications or degree</li> <li>• Organisation development experience</li> <li>• People management and leadership skills</li> <li>• Experience in change management</li> </ul>

<b>Version</b>	<b>Created/updated by</b>	<b>Date</b>
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