

Job title: General Manager - Commercial Operations

### Core information

<b>Location:</b> Leckford ▾	<b>Lines of business or shared capability area:</b> Waitrose
<b>Reports to:</b> Director, Leckford & Farming for Nature	
<b>People Management:</b> Yes ▾	
<b>Assignment Management:</b> No ▾	
<b>Partnership Level:</b> Partnership level 5 ▾	<b>Manager's Partnership level:</b> Partnership level 3 ▾
<b>Number of direct reports:</b> 4	<b>Partnership level(s) of direct reports:</b> 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 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.

Leckford Estate is the only UK owned supermarket farm and home of our Centre for Regenerative Agriculture. It is part of the Waitrose business and embodies our belief around operating and producing food in harmony with nature.

### Critical purpose of the role

A key member of the Leckford leadership team and accountable for all Leckford commercial operations, you will use your expert commercial and operational skills to deliver a profitable estate and create brand value as the Waitrose & Partners food and farming estate role modelling regenerative agriculture.

By working in an agile, fast learning and cross-functional way, you will be a highly effective leader, ensuring operational excellence and relentless customer focus to deliver Leckford business plan and its contribution to the Partnership plan and purpose. The role provides direction and holds accountability for executing effective, safe, legal and compliant businesses and creating resilience through effective investment and business planning.

You will have the opportunity to develop and stretch personally and professionally to achieve your potential.

### Primary Outcomes & Accountabilities

- Set clear intent, direction and operating standards for departments (farming, food processing, retail, leisure) to achieve Leckford business plan and financial

### Measures of success

Success will be measured against our in year business plan targets, compliance with standards, partner experience and progress towards our Leckford strategic outcomes

<p>performance</p> <ul style="list-style-type: none"> <li>• Ensure exemplary external and internal audit and health and safety performance to drive customer and commercial outcomes.</li> <li>• Own business processes and policy frameworks, leading continuous improvement to deliver lean, simple and fast operations</li> <li>• Make specific recommendations to inform Leckford strategy, business plans, capital plans and financial budgets.</li> <li>• Ensure effective, planned, timely delivery for investment projects within budgeted spend.</li> <li>• Deliver the Leckford strategy through translating into an annual business plan, setting clear financial targets and drive performance through KPIs.</li> <li>• Hold Operational Managers accountable for optimising delivery of their department performance, their wider contribution to Leckford and Waitrose.</li> <li>• Empower and support teams to make informed decisions and resolve challenges. Set the conditions for high performing teams by creating and maintaining an environment, underpinned by inclusivity and collaboration, in which individuals are motivated and supported to work seamlessly and flexibly to deliver team and estate outcomes.</li> <li>• Ensure sufficient capability and resources are in place to support the delivery of business plans for Leckford. Ensure all Partners are trained, developed and supported in their roles</li> <li>• Enable Partners to have a voice in our business.</li> <li>• Invest in your personal and professional development, acting as a role model for all Partners.</li> <li>• Build positive and mutually supportive relationships with all management, role modelling collaborative decision making</li> <li>• Build internal and external networks to keep abreast of key technological best practice, customer requirements, market conditions and trends to manage the ongoing evolution and development of propositions within your remit. Highlight commercial opportunities and represent Leckford externally ensuring that it retains a positive brand reputation.</li> </ul>	<p>On an annual basis medium term objectives will be agreed to enable the Leckford to deliver on these ambitions. As a Senior Manager in Leckford, you will be accountable for setting and delivering department objectives. You will achieve this by leading and empowering your teams.</p> <p>It is expected that you will review performance on a quarterly basis and put in place corrective areas to address areas of underperformance against the plan.</p> <p>Additionally, you will be accountable for key metrics and measures on an ongoing basis to track business success in support of the overarching strategy</p> <p>As an operational leader you will support managers in real time decision making, issue resolution and provide effective escalation routes to maintain operational function at all times</p> <p>You will achieve high standards of external and internal audit performance, at least maintaining current performance and taking action where required to address issues.</p> <p>Partner engagement with survey, effective action planning to drive Partner experience and support for democracy</p>
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**Skills**

- Ability work across multi diverse commercial operations



- Self starter, resilient and expert at delivering change.
- Ability and interest in working autonomously and as part of a large matrix organisation.
- Ability to motivate others
- Adept problem solver and decision making

**Qualifications & Experience (where applicable)**

- Essential
- An experienced leader with significant relevant technical and operational expertise across at least one of - farming, food processing, retail and leisure industries.
  - Technically minded, customer focused and data insight driven. Strong commercial and operational acumen and the knowledge, skill and conviction to take key business decisions.
  - Experience of supporting others to embrace change and of creating and developing high performing teams. Ability to attract, lead, motivate and develop first class talent.
  - Possessing credibility and impact with their own teams and stakeholders in a business. Able to quickly gain confidence and trust through impeccable technical and business judgement, good communication and stakeholder management skills.
  - Deep understanding of and commitment to the Partnership’s values. Show passion to do the best for our business and role model values.

- Desirable
- A track record of improving team capability to deliver efficient and effective operational outcomes across multiple, diverse departments and locations.
  - LEAN/Six sigma trained
  - Previous land based or food sector employment

This role is physically based at Leckford, requires regular driving, and weekend Duty Management phone holder (as a minimum 4 times per year)

This role also works closely with GM, Regenerative Farming Lead who will advise on farming strategy and Commercial Lead, FFN & Leckford who leads the development of the Leckford products

Version	Created/updated by	Date