

# Business Manager

## Kaiwhakahaere Pakihi Peka Matarau

### WHO WE ARE - KO WAI MĀTOU

At Farmlands - Te Whenua Tāroa, our vision is to be the 'go-to for everyone connected to our land. We're always backing Kiwi's – rain or shine, year in, year out. We work as one – we help each other, we win together. We're rural people supporting our rural communities looking after our land and our people.

### OUR VALUES – NGĀ UARATANGA

#### Be you - mōu ake

It takes all sorts to make an awesome team. Diversity, different perspectives and a fresh approach to problems make everyone in the team stronger. It's not who you are or what you look like, it's all about what you bring to the table that matters.

#### Minds open - hinengaro tākohā

We came from a generation of greatness. It gives us the solid foundation to move on, focus on the future and use our creativity and ingenuity to build Farmlands for the next generation.

#### See it through - whakamaua kia tīna

We're a team. United through our love of the land and the communities we serve. We back ourselves, each other, and get behind the decisions we make together.

### POSITION PURPOSE – TE PŪTAKE O TE TŪRANGA

Reports to - Kaiwhakahaere: Regional Retail Manager  
Your Team – To tīma: Sales and Retail  
Direct reports - Kaimahi: Up to 12

The Business Manager owns customer delivery for their branch, providing effective leadership to the branch team so that targets, consistency of branch standards and team capability requirements are successfully delivered. The Business Manager lives and leads the culture, values, policies and practices of Farmlands through effective branch operational management and people leadership. We are driving for an adaptive performance-led culture and this role leads the execution of this within the team.

### KEY ACCOUNTABILITY AREAS – Ngā wāhanga mahi

#### Safety and wellbeing - Haumarutanga

Actively contribute to a safety-first culture by:

- Keeping yourself and others safe, and participating in safety and wellbeing activities
- Speaking up if you see something that is not and could injure yourself or others in the workplaces
- Ensuring that all KPI's, policy and procedure requirements related to safety and wellbeing are completed on time and in full, every time

## General - Whānuitanga

- Lead, develop and empower a high performing and engaged team that achieves determined targets and performance standards
- Develop and maintain an adaptive, performance led culture, where there are high levels of accountability, clarity and measurable results
- Coach, develop and support the team, with a focus on overall team engagement, retention of key talent and succession planning
- Lead the development of a learning culture by prioritising learning and development activity delivered through the Centre of Learning, and enabling team members to engage in learning and take ownership of their development
- Establish clear targets and performance standards for the branch and evaluate performance against established standards
- Operationalising the Farmlands Plan for the branch
- Achieving determined branch financial targets
- Delivering on retail promotional and execution standards
- Co-ordinating appropriate training and coaching for the branch team
- Work with the supply chain team to achieve optimal branch inventory
- Ensure accurate handling/ processing/ stock taking of inventory by all team members
- Achieving NPS target scores
- Championing and embracing the use of technology
- Identifying marketing and sponsorship opportunities, within branch budget authority
- Working collaboratively with key stakeholders across the business
- Working with field sales team members to identify and develop relationships with key clients in the area, and identify and develop new business opportunities
- Maintaining the integrity of the Farmlands brand and developing strong relationships with key clients and industry partners

## Professional

### Development -

### Whakawhanaketanga

Continue to develop personally and professionally by:

- Maintaining regular contact with manager to discuss progress and performance, seek feedback and address development areas
- Engaging with Farmlands performance development process, recording progress and goals
- Being a positive supporter and leader of change initiatives
- Ensuring all training requirements are completed as required

## WHAT YOU'LL BRING - Āu āpīitanga ki te tūranga

### Experience - Āu

### tautōhitotanga

- Demonstrated people leadership experience, with a proven track record of leading and motivating teams and coaching and mentoring leaders to successful outcomes
- Demonstrated strong commercial and financial acumen, using strategic understanding of market/financials to make business decisions.
- Experience within the agricultural desirable
- Understanding and experience of retail/commercial environment (wages, inventory management, supply chain, pricing, product, promotion, legal compliance)
- Previous experience in a Store Manager/Business Manager role
- Demonstrable experience successfully leading change

- Established relationships within the local agricultural sector is advantageous
- Experience in a retail / related role e.g.being a go-to for team members and providing leadership and support
- Experience and/or understanding of retail and sales processes, i.e.inventory, stock control and merchandising
- Customer services experience essential, ideally from a frontline retail role
- Experience dealing with retail systems (e.g.MS Office, CMS,POS systems)

**Qualifications –  
Āu tohu mātauranga**

- Relevant tertiary qualifications in business management or similar (desirable but not essential)
- Forklift, Dangerous Goods and Heavy Traffic licenses desirable
- Relevant product knowledge highly desirable (i.e.agricultural product)
- Knowledge of retail/commercial operational processes (e.g. stocktake, inventory management, health and safety etc.)

**Skills –  
Āu pūkenga**

- Computer literate in Microsoft Windows environment and capable of using business information systems (e.g. CRM, POS systems)
- Proven high levels of problem solving, negotiation and presentation skills

**Personal Attributes –  
Ōu āhuatanga**

- Empowering, consultative leader who achieves results through appropriate influence and delegation.
- Pragmatic, proactive and efficient; sets clear expectations and holds people accountable to meeting these.
- Driven to achieve business development and growth, persistent in working towards desired outcomes.
- Uses business acumen to interpret information and make decisions, thinking 'outside the box' to solve problems and to grow sales.
- Communicates with passion and conviction; inclusive and people focused; values the contribution of others to create a positive team environment.
- Effectively leads others through change and promotes a growth mindset.
- Quickly and effectively establishes and maintains strong, mutually beneficial and long-lasting working relationships with a range of internal and external stakeholders at all levels of the business.

An aerial photograph of a river valley with green hills and a winding river. A large green rectangular overlay covers the middle portion of the image, containing the main title text.

# EVERYDAY LEADERSHIP BEHAVIOURS

WE'RE OUT  
HERE TOO.

The Farmlands logo, consisting of a stylized orange and yellow wave above the word "Farmlands" in white text.

Farmlands

# THE FOUR BEHAVIOURS OF EVERYDAY LEADERSHIP

We've identified 4 leadership behaviours that we know make the best Farmlands leaders. Different roles across the co-operative require us to approach each aspect in slightly different way, and you'll see on the next pages the different leadership levels and how they all fit together.

## Create

### Create Clarity

**Understand the bigger picture** – you understand our vision, strategy and plans. You know what's expected of you and how you should deliver this. And, if you don't know, you take steps to find out.

**Have a plan** – you establish a vision and course of action that's aligned to our strategy. You help others connect the dots between our vision and strategy and where they fit in achieving this. You can describe what success looks like and provide a sense of direction for others, even during times of ambiguity.

**Clarify the 'why'** – you make clear how activities and decisions benefit the customer and the co-operative. You provide further context where further buy-in or prioritisation is needed to help overcome resistance.

## Connect

### Build Connections

**Forge connections** – you have strong relationships with the people around you, your customers and communities. You look outside of your immediate team to create connections with the people and teams across the business who have an influence or impact on your work. You seek broader perspectives to generate insights and opportunities.

**Create purpose and belonging** – you create meaning for your team by uniting them around a common goal. You're authentic and prepared to be vulnerable. You promote diversity and allow others to express themselves and for all voices to be heard equally.

**Take people with you** – you inspire people through your energy, commitment to our business and enthusiasm for the future. You listen, seek feedback from a range of sources and involve others in your decision making, without compromising pace. You lead by example through consistency and demonstrating the Farmlands Leadership behaviours.

## Deliver

### Deliver Results

**Create structure** – you plan ahead and create the structures and work routines to get things done. You make use of the systems and technology available to you. You're agile and look to work in new ways.

**Think and act like an owner** – you take responsibility for your performance and delivering to a high standard. You tenaciously pursue the right outcomes and don't confuse activity with results. If you lead people, you set clear expectations for every team member.

**Insights driven** – you understand the commercial aspects of your role and make decisions based on data and insights. You draw from new sources of information to generate ideas, seeking to innovate, disrupt and change. You are focused on building a stronger organisation tomorrow than today.

## Grow

### Grow Self, Grow Others

**Have a growth mindset** – your resilience helps you embrace change, persist through challenges and learn from feedback. You are curious and have flexibility of thought and perspective. You know your strengths and opportunities, actively engage in self-development and take time to reflect and apply learnings.

**Develop capability** – you coach others to build capability and achieve their potential. You know your team, their aspirations and support them to learn, grow and take ownership of their development.

**Get out of the way** – you empower others by delegating and creating space for them to do their best work, trusting them to deliver and providing support where required. You make it safe for others to try new things and learn from mistakes.



# HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD OTHERS)

## Create

### Create Clarity

*Your role is to operationalise the strategy which means you and your team need to understand it and how to achieve it*

#### Understand the bigger picture

- Understand our vision, strategy and plans.
- Know what's expected of you and how you should deliver this.

#### Have a plan

- Establish a vision and course of action that's aligned to our strategy.
- Help others understand their contribution to our vision and strategy.

#### Clarify the 'why'

- Make it clear how activities and decisions benefit the customer and the co-operative.
- Provide further context where required to overcome resistance.

## Connect

### Build Connections

*This is about the relationships you create with your team and the teams you work closely with.*

#### Forge connections

- Create strong relationships with your team and others who have an influence on your work.

#### Create purpose and belonging

- Create meaning for your team by uniting them around a common goal.
- Authentic and promote diversity.

#### Take people with you

- Inspire others through your energy, commitment and enthusiasm.
- Lead by example through consistency and demonstrating the Farmlands Leadership behaviours.

## Deliver

### Deliver Results

*This is about achieving results through others.*

#### Create structure

- Plan and create structure to get things done.
- Agile and look to work and lead your team in new ways.

#### Think and act like an owner

- Take responsibility for your performance and delivering to a high standard
- Set clear expectations for every team member and hold them to account.

#### Insights driven

- make decisions with a commercial lens and seek new information to generate ideas.
- innovate, disrupt and challenge the norm.
- focus on building a stronger Farmlands.

## Grow

### Grow Self, Grow Others

*Growth is how we make ourselves, our teams and our co-operative better.*

#### Have a growth mindset

- Embrace the new and lead with agility.
- Actively engage in self-development and apply learnings.

#### Develop capability

- Coach others to build capability and achieve their potential.
- Know your team and support and empower them to learn, grow and develop.

#### Get out of the way

- Empower others by delegating and creating space for them to do their best work.
- Make it safe for others to try new things and learn from mistakes.