

Head of Retail Operations

Kaiwhakahaere Whakahaere Hokohoko

WHO WE ARE - KO WAI MĀTOU

We are Farmlands - Te Whenua Tāroa, a Co-operative owned by New Zealand Farmers and Growers, we have been around for 60+ years, supporting our rural communities, looking after our land and our people - we're Out Here Too. We're always backing Kiwis - rain or shine, year in, year out. We work as one – we help each other, we win together.

PURPOSE AND VISION – TE KAUPAPA ME TE MATAKITE

At Farmlands, our purpose is “To enable improved profitability and productivity for NZ farmers and growers”, and our Vision is “To be the go-to for everyone connected to our land”. Everything we do, every decision we make is with this in the forefront of our minds.

OUR VALUES – NGĀ UARATANGA

Our values of Be You, Minds Open, and See It Through help us to work as one - helping each other and winning together. We're rural people supporting our rural communities looking after our land and our people.

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 - whakamauiā 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 - Kaiwhakahāere:	General Manager Retail and Strategic Partnerships
Your Team – To tīma:	Retail
Direct reports - Kaimahi:	Yes

The primary purpose of this role is to lead the development and implementation of improved store processes to increase efficiencies and productivity and decrease the cost of doing business to support Farmlands strategies. Improving operating standards, workforce optimisation, continuous improvement and innovation across our Retail network are key deliverables in this role.

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 workplace
- 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

In conjunction with General Manager Retail and Strategic Partnerships and Regional Managers - Develop, implement, and maintain retail store standards, service standards, policies, procedures, and standards and ensure compliance to achieve consistency in;

- Operating POS
- System efficiencies
- Merch displays
- Retail standards
- Floor space management & stock performance
- Lead the visual merchandising function, ensuring brand consistency and best practice execution across all stores.
- Manage store development projects, including new store openings, refurbishments, and major layout changes, ensuring effective project management and stakeholder engagement.
- Lead the creation, implementation, and ongoing review of retail policies and procedures, ensuring compliance across all stores.
- Contribute to the development and implementation of strategies and process improvement to achieve Retail strategic objectives (i.e., engaging key stakeholders to deliver enhancements to business toolkits and processes). Responsibility for supporting the Retail Innovation Lead to deliver results for a future focused retail environment.
- With a continuous improvement focus, continually develop our retail store and service standards, retail systems, processes, and procedures to ensure that our retail offering continually adds value and enhances competitive advantage, sales revenue, margin, and the overall business performance.
- Develop and implement strategies and process improvement to achieve Retail strategic objectives.
- Responsibility for supporting the Workforce Optimisation Lead to ensure people and process improvements go hand in hand.
- Provide support, tools, and processes that are in line with best practice to streamline store related activities working to enhance the customer service experience and maximise store profits.
- Assist the Retail Leadership team to operationalise the Farmlands Strategic Plan for retail.
- Champion and embrace the use of technology.
- Maintaining the integrity of the Farmlands brand and develop strong relationships with the store network.
- Lead, develop and empower a high performing and engaged team to deliver to the shareholder/customer needs and meet and exceed the financial and strategic goals of Farmlands.
- 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 over a multi-year plan.

- Establish clear targets and behavioural performance standards and implement these across the team, and coach the team to reach and exceed these targets/standards.
- Lead the development of a learning culture by prioritising learning and development activity delivered through the Centre of Learning and enabling direct reports and their team members to engage in learning and take ownership of their development.

**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

These may change from time to time to meet operational or other requirements.

WHAT YOU'LL BRING - Āu āpititanga ki te tūranga

**Experience - Āu
tautōhitotanga**

- Strong background in retail/stores operation.
- Leadership experience and demonstrated results through coaching for development and change leadership.
- Proven project management experience, ideally in a retail or multi-site environment.
- Previous experience in multi-site, multi region operations.
- Bachelor's degree in business, management, or related discipline preferred.

**Qualifications –
Āu tohu mātauranga**

**Knowledge –
Āu mōhiotanga**

- Sound knowledge of process improvement methodologies.

**Skills –
Āu pūkenga**

- Strong strategic and commercial acumen.
- Strong ability to plan and execute continuous improvement projects.
- A continuous improvement mindset.
- High level analytical skills.

**Personal Attributes –
Ōu āhuatanga**

- Determination, tenacity, and persistence to achieve outcomes.
- Strategic thinker – recommends actions to improve and leverage opportunities.
- Embraces change.
- Ability to influence others and move toward a common vision or goal.
- Demonstrates openness, enthusiasm, and engagement.
- Commitment to high standards of excellence.
- High level of independence and initiative while working effectively as part of a team.
- Flexible and adaptable; able to work in ambiguous situations.

- Analytical and creative-capable of flexing solutions to changing demands: anticipating the impacts.
- Integrity, discretion, and resilience.



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	Connect	Deliver	Grow
Create Clarity	Build Connections	Deliver Results	Grow Self, Grow Others
<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>

HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD SELF)

Create	Connect	Deliver	Grow
Create Clarity	Build Connections	Deliver Results	Grow Self, Grow Others
<p><i>By understanding your role and how it contributes to the bigger picture you will make the right decisions.</i></p> <p>Align with the bigger picture</p> <ul style="list-style-type: none"> Work is directly aligned with our vision, strategy and plans. Know what's expected and how to deliver. <p>Have a plan</p> <ul style="list-style-type: none"> Have a vision and course of action that's aligned to our strategy. Help others understand how they fit in. <p>Clarify the 'why'</p> <ul style="list-style-type: none"> Understand and make it clear how activities and decisions benefit the customer and the co-operative. 	<p><i>You have strong relationships with your team and the people you work alongside to achieve success in your role.</i></p> <p>Forge connections</p> <ul style="list-style-type: none"> Create strong relationships with others. <p>Create purpose and belonging</p> <ul style="list-style-type: none"> You and your team are united around a common goal. Promote diversity and allow others to express themselves. <p>Take people with you</p> <ul style="list-style-type: none"> Inspire people through your energy, commitment and enthusiasm Consider information from a range of sources in decision making. 	<p><i>You deliver to the expectations of your role.</i></p> <p>Create structure</p> <ul style="list-style-type: none"> Plan and create structure to get things done. Be agile and look to work in new ways. <p>Enable performance</p> <ul style="list-style-type: none"> Take responsibility for your performance and deliver to a high standard. <p>Think about the business</p> <ul style="list-style-type: none"> Think and make decisions with a commercial lens. Seek new information focused on building a stronger Farmlands. 	<p><i>Being agile and resilient, listening and responding to feedback, and putting in the effort.</i></p> <p>Apply a growth mindset</p> <ul style="list-style-type: none"> Be agile, persist through challenges and learn from feedback. Actively engage in self-development and apply learnings. <p>Develop capability</p> <ul style="list-style-type: none"> Coach others to build capability and achieve their potential. Know and support others to take ownership of their development. <p>Get out of the way</p> <ul style="list-style-type: none"> Empower others by creating space for them to do their best work. Make it safe for others to try new things and learn from mistakes.

HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD OTHERS)

Create	Connect	Deliver	Grow
Create Clarity	Build Connections	Deliver Results	Grow Self, Grow Others
<p><i>Your role is to operationalise the strategy which means you and your team need to understand it and how to achieve it</i></p> <p>Understand the bigger picture</p> <ul style="list-style-type: none"> Understand our vision, strategy and plans. Know what's expected of you and how you should deliver this. <p>Have a plan</p> <ul style="list-style-type: none"> Establish a vision and course of action that's aligned to our strategy. Help others understand their contribution to our vision and strategy. <p>Clarify the 'why'</p> <ul style="list-style-type: none"> Make it clear how activities and decisions benefit the customer and the co-operative. Provide further context where required to overcome resistance. 	<p><i>This is about the relationships you create with your team and the teams you work closely with.</i></p> <p>Forge connections</p> <ul style="list-style-type: none"> Create strong relationships with your team and others who have an influence on your work. <p>Create purpose and belonging</p> <ul style="list-style-type: none"> Create meaning for your team by uniting them around a common goal. Authentic and promote diversity. <p>Take people with you</p> <ul style="list-style-type: none"> Inspire others through your energy, commitment and enthusiasm. Lead by example through consistency and demonstrating the Farmlands Leadership behaviours. 	<p><i>This is about achieving results through others.</i></p> <p>Create structure</p> <ul style="list-style-type: none"> Plan and create structure to get things done. Agile and look to work and lead your team in new ways. <p>Think and act like an owner</p> <ul style="list-style-type: none"> Take responsibility for your performance and delivering to a high standard Set clear expectations for every team member and hold them to account. <p>Insights driven</p> <ul style="list-style-type: none"> 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. 	<p><i>Growth is how we make ourselves, our teams and our co-operative better.</i></p> <p>Have a growth mindset</p> <ul style="list-style-type: none"> Embrace the new and lead with agility. Actively engage in self-development and apply learnings. <p>Develop capability</p> <ul style="list-style-type: none"> Coach others to build capability and achieve their potential. Know your team and support and empower them to learn, grow and develop. <p>Get out of the way</p> <ul style="list-style-type: none"> 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.