

# Regional Manager - Retail

## Kaiwhakahaere hokohoko a rohe

### 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 tākoha

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 - Kaiwhakahāere: General Manager Retail  
Your Team – To tīma: Retail / Customer  
Direct reports - Kaimahi: Up to 12

To provide effective people leadership and operational management to the designated regional retail team to ensure of the delivery of Farmlands strategy, targets, consistency of standards, team capability and customer/shareholder experience. We are driving for an adaptive performance-led culture and this role leads the execution of this with their teams.

### 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**

- Lead, develop and empower a high performing and engaged retail leadership team within the designated region to achieve determined financial and strategic targets for Farmlands.
- Drive an adaptive performance led culture within the region, with high levels of accountability, clarity and measurable results.
- Evaluate the performance of each team against the established targets and standards and coach these managers to reach and exceed these targets/standards.
- Develop Business Manager capability to develop the capability of their branch teams to meet and exceed targets and performance standards.
- Coach, develop and support the retail team, with a focus on overall team engagement, retention of key talent and succession planning over a multi-year plan.
- 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.
- In conjunction with the GM Retail and other key stakeholders, implement the retail annual plan within the region, delivering the Farmlands Strategy via the retail network.
- Deliver a high standard of customer/ shareholder service within the province without compromising the commercial needs of the co-operative.
- Work with key stakeholders to identify product and services development, opportunities, and issues.
- Manage the development of internal business efficiencies to ensure profitable sales and brand integrity through the regional store network.
- Provide guidance on store network requirements for entry into new markets/geographies as required.
- Champion the highest level of customer service across the retail business.
- Implement and role model customer service standards by ensuring unbeatable excellence in store standards, understanding differences in needs of customers, ensuring an enhanced customer experience.
- Ensure an exceptional level of store standards (merchandising, space management, stock performance etc) are executed across the designated region to enhance the customer experience.
- Enable continuous improvement of store optimisation to enhance customer experience
- Identify and develop relationships with key shareholders in the area, identifying and developing new business opportunities.
- Work with key stakeholders to ensure key information is communicated effectively, to enable the delivery of customer plans and to achieve targets and KPIs.

## **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 āpītitanga ki te tūranga

### Experience - Āu tautōhitotanga

- A successful track record of leading regionally dispersed and/or multi-site teams, preferably within the retail sector.
- Understanding and experience of retail or a similar commercial environment (operations, category, inventory, pricing, product, promotion, legal compliance, supply chain).
- Proven experience in budget management and successfully leveraging resources to deliver to this.
- Experience in the rural/agricultural industry, with established relationships, is desirable.

### Qualifications – Āu tohu mātauranga

- Relevant tertiary qualifications in business management or similar (desirable).

### Knowledge – Āu mōhiotanga

- Knowledge and understanding key metrics for sales and store performance and uses this information to drive the business.

### Skills – Āu pūkenga

- Highly competent in Microsoft Windows environment and capable of using business information systems (e.g. CRM, POS systems).
- Knowledge and understanding key metrics for sales and store performance and uses this information to drive the business.
- Demonstrated strong commercial and financial acumen, using strategic understanding of market/financials to make business decisions.
- Proven high levels of problem solving, negotiation and presentation skills.

### Personal Attributes – Ōu āhuatanga

- Inspiring, consultative leader who is regularly visible and engages with others to develop solutions.
- Ambitious for business development and growth, persistent in working towards desired outcomes.
- Has the ability to be objective, impartial and is emotionally detached in delivering to business goals.
- An ability to initiate fresh thinking with a view to find and explore new ways to stimulate ideas; effectively leads team 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.
- Able to communicate with passion and conviction.

# Farmlands Leadership Behaviours

CREATE	CONNECT	DELIVER	GROW
CREATE CLARITY	BUILD CONNECTIONS	DELIVER RESULTS	GROW SELF, GROW OTHERS
<p><b>Understand the bigger picture</b> – you understand our vision, strategy and plans and what’s expected on how to deliver this.</p>	<p><b>Forge connections</b> – you have strong relationships with the people around you, your customers and communities. You create connections outside of your immediate team with those who have an influence or impact on your work. You seek broader perspectives to generate insights and opportunities.</p>	<p><b>Take people with you</b> – you inspire people through your commitment and enthusiasm to the future of our business. 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><b>Have a growth mindset</b> – your resilience helps you to be agile, 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><b>Have a plan</b> – 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><b>Create purpose and belonging</b> – 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><b>Think and act like an owner</b> – 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><b>Develop capability</b> – 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><b>Clarify the ‘why’</b> – 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><b>Take people with you</b> – 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><b>Insights driven</b> – 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 grow/adapt. You are focused on building a stronger organisation tomorrow than today.</p>	<p><b>Get out of the way</b> – 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:

### LEADS SELF

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

### LEADS OTHERS:

<p><b>Create Clarity:</b> <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><b>Build Connections:</b> <i>This is about the relationships you create with your team and the teams you work closely with.</i></p>	<p><b>Deliver Results:</b> <i>This is about achieving results through others.</i></p>	<p><b>Grow yourself, grow others:</b> <i>Growth is how we make ourselves, our teams and our co-operative better.</i></p>
<p><b>Understand the bigger picture –</b></p> <ul style="list-style-type: none"> <li>understand our vision, strategy and plans.</li> <li>know what's expected of you and how you should deliver this.</li> </ul> <p><b>Have a plan –</b></p> <ul style="list-style-type: none"> <li>establish a vision and course of action that's aligned to our strategy</li> <li>help others understand their contribution to our vision and strategy.</li> </ul> <p><b>Clarify the 'why' –</b></p> <ul style="list-style-type: none"> <li>make it clear how activities and decisions benefit the customer and the co-operative.</li> <li>provide further context where required to overcome resistance.</li> </ul>	<p><b>Forge connections –</b></p> <ul style="list-style-type: none"> <li>create strong relationships with your team and others who have an influence on your work.</li> </ul> <p><b>Create purpose and belonging –</b></p> <ul style="list-style-type: none"> <li>create meaning for your team by uniting them around a common goal.</li> <li>authentic and promote diversity.</li> </ul> <p><b>Take people with you –</b></p> <ul style="list-style-type: none"> <li>inspire others through your energy, commitment and enthusiasm.</li> <li>lead by example through consistency and demonstrating the Farmlands Leadership behaviours.</li> </ul>	<p><b>Create structure –</b></p> <ul style="list-style-type: none"> <li>plan and create structure to get things done.</li> <li>agile and look to work and lead your team in new ways.</li> </ul> <p><b>Think and act like an owner –</b></p> <ul style="list-style-type: none"> <li>take responsibility for your performance and delivering to a high standard</li> <li>set clear expectations for every team member and hold them to account.</li> </ul> <p><b>Insights driven –</b></p> <ul style="list-style-type: none"> <li>make decisions with a commercial lens and seek new information to generate ideas.</li> <li>innovate, disrupt and challenge the norm.</li> <li>focus on building a stronger Farmlands.</li> </ul>	<p><b>Have a growth mindset –</b></p> <ul style="list-style-type: none"> <li>embrace the new and lead with agility</li> <li>actively engage in self-development and apply learnings.</li> </ul> <p><b>Develop capability –</b></p> <ul style="list-style-type: none"> <li>coach others to build capability and achieve their potential.</li> <li>know your team and support and empower them to learn, grow and develop.</li> </ul> <p><b>Get out of the way –</b></p> <ul style="list-style-type: none"> <li>empower others by delegating and creating space for them to do their best work.</li> <li>make it safe for others to try new things and learn from mistakes.</li> </ul>