

Employee Ownership Association

**The Voice of the Employee Owner**

# John Lewis Partnership - Who are we?

A company owned by a trust on behalf of all its employees



Established by John Spedan Lewis



Guided by a written Constitution which sets out our Principles, governance system and rules

7 Principles which influence the way that the Partnership operates as a business



# Principle I - The Partnership's Ultimate Purpose



## Happiness of all its members

- Worthwhile and Satisfying Employment
- Successful Business
- Responsibilities of ownership
- Rewards of ownership - Profit, Knowledge and Power



## Why is the voice of the Employee Owner important to us?



It's part of our DNA



It is a source of competitive advantage



It creates a sustainable business for the future

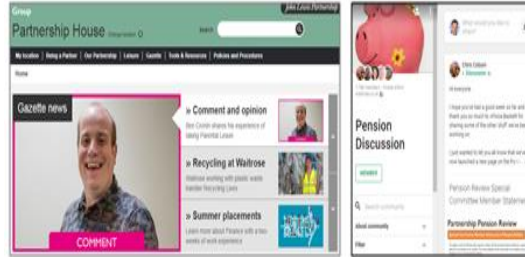


And after all, our Partners are the owners of the business

## Feedback Channels



In House Publications and Letters Pages



Partner Intranet and Google+ Communities



Your Voice Surveys



Representative Bodies and Holding to Account Sessions



Leadership Q & A sessions

-----  
Annual Principle 1 census survey

Quarterly Pulse Surveys

Ad hoc surveys on specific issues

# Your Voice: Principle I Survey



great place  
to work

I would recommend the Partnership as a great place to work

great place  
to shop

I would recommend the Partnership as a great place to shop

co-ownership  
model

I would recommend our co-ownership model as a better way of doing business

## Worthwhile and Satisfying Employment

- I have clear objectives to achieve
- I regularly feel I have achieved something worthwhile in my job
- I am comfortable being myself at work
- I am trusted to make the right decisions

## Responsibilities

- I am open to change and new ways of working
- I voice my opinion openly and constructively
- I contribute to the happiness and well being of those I work with

## Successful Business

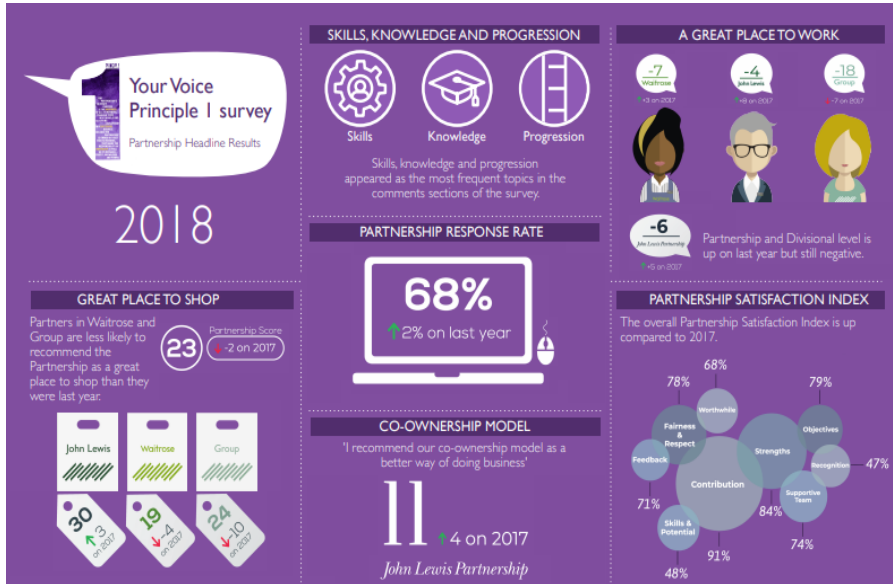
- The Partnership operates in a fair and socially responsible way
- The Partnership deals honestly with its customers
- I have confidence in the Executive Team's leadership of the Partnership

## Rewards

- We make sufficient profit as a business
- Information about what is happening in my business is clear and honest
- My opinion is respected and acted upon
- My pay reflects my performance



# What do we do with the results



## Closing the Loop

The Principle 1 Survey results give us all the opportunity to talk about our experience as co-owners, collectively and with Managers/Business Leaders. This starts a process called 'Closing the Loop'.

**Reflect**  
Take time to familiarise yourself with the results, ask yourself:  
- Are these results what I expected?  
- What key themes / trends stand out?  
- Is there anything that is a surprise to me?  
Test your understanding by connecting and talking to others.

**Commitments**  
Agree 'commitments' to focus on.  
Concentrate on what you can directly influence.  
Use your democratic representatives to highlight any divisional or Partnership wide successes or opportunities which can be discussed with Business Leaders.

**Focus**  
Start focusing and continuing to build on the conversations and your commitments.  
Decide how you want to keep track of your commitments.  
Think about how and when to build them into your business plan and / or regular review of performance.

**Celebrate**  
Talk to your managers and elected representatives.  
Ask open questions and actively listening to what they have to say.  
Celebrate the successes highlighted.

**Share**  
Share how well progress is being made towards your commitments and the impact these are having on the performance of your business.  
Keep Partners updated on progress. Listen to views / ideas on how to maintain momentum.  
Revisit your commitments regularly to make sure that they are still achievable and relevant.

We make sure that we share the results and that they are publically available for all Partners

We encourage leaders to engage with Partners on the key themes and decide together on next steps

## What are our challenges? Here are just three ...



Facing into difficult conversations between the executive and democratic representatives especially where results / feedback is challenging

- Support elected representatives to frame the conversation they want to have
- Support leaders to listen, reflect and respond in the right way

Ensuring consistency in experience across all areas of the business for all Partners

- Surface the inconsistencies and encourage leaders to face into them
- Encourage leaders to work collaboratively and actively engage Partners to craft solutions

Moving from an 'action plan' culture to one which is more focused on achieving sustainable change

- Reduce the emphasis on action plans as a KPI
- Build actions into existing or planned change / ways of working





# Any Questions?



Employee Ownership Association

**The Voice of the Employee Owner**