

Structure And Culture of John Lewis Partnership



INTRODUCING IN THE MODERN WORKPLACE

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BABM Level4 Group1

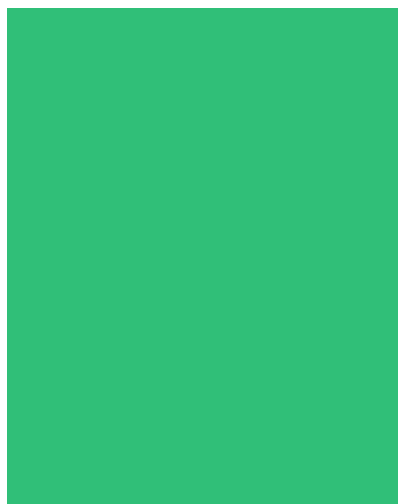
(Essay)

John Lewis Partnership

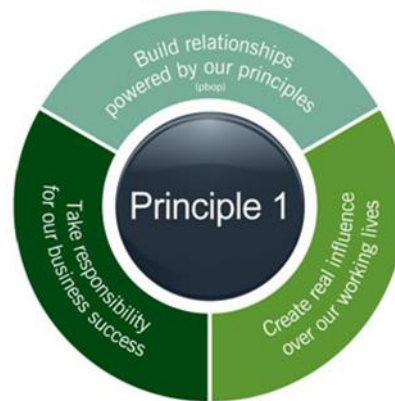
John Lewis history began in 1864 when the first shop opened on Oxford Street. The Partnership is a company with more than 150 years' old presence (Campbell, 2003). The John Lewis Partnership is one of the famous brands in the UK market, well respected and loved by generation. They are a traditional British company working with many local producers and manufacturers. The Partnership is a joint company of John Lewis department stores, Waitrose Supermarkets, and John Lewis Financial Services. John Lewis is operating in a very dynamic environment where businesses have to respond quickly to consumer preferences and adapt to changes. That responsiveness reflects on the company management and leadership team. John Lewis Partnership is one of the businesses with a unique structure. They are a few important facts of the company history related to the mission and values of the Partnership.

The most important facts which are highlighted in company history are the publication of the first constitution in 1928. Furthermore, to follow in the next year is the creation of the early Trust Settlement when all profits become available for distribution amongst the associates. John Spedan Lewis established John Lewis's ownership structure. His father signed away ownership rights to allow future generation of employees to take forward the company. Another important fact is the second Trust Settlement that provides for the election of some directors and the appointment of the chairman in 1950.

John Lewis partnership expanded to 35 department stores and 272 Waitrose supermarkets currently operating. Everyone working for John Lewis is a partner sharing all benefits and profits. The company operates on constitutions first rule that the ultimate purpose is the happiness of all its members.



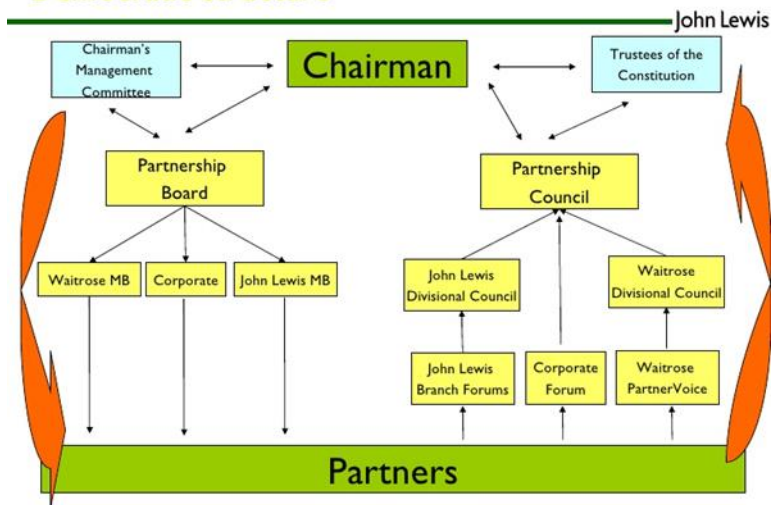
Working in Partnership



It is a clear example of the main principle as the main operating mechanism- Building relationships on the foundation of happiness. The main principle to create a real difference in the working place. And help everyone to enjoy and feel happy with what they do. Employees are to be responsible for the success of the business by sharing profits.

Best to describe John Lewis demographic structure we use the following example:

Democratic structure



The most important fact is that the structure gives the management freedom to run the business for long term prosperity. At the same time, all partners or staff and owners are actively involved in the company day to day development.

The structure is complex but allows everyone in the company to share views and opinion. At the top level are the Partnership Council, the Partnership Board and the chairman. All associates in the company directly elect the Partnership Council. The council holds the chairman and executives into account. They are responsible for the budgets, governance decisions and select five non-executives to the Partnership Board. The Council has the power to discuss, ask questions concerning the partnership. They have the power to dismiss the chairman if they believe that the results are not met. The chairman answers before the Council twice a year to report on his or her running of the company. The Partnership Council's has the duties to elect three trustees of the constitution. They are responsible for ensuring that the elections are run smoothly and fair. They are responsible for making decisions about the constituency. The trustees also act as directors of John Lewis Partnership Trust Ltd, holding the company shares in trust for the partners. They officially are responsible for selecting the chairman and deciding about the distribution of the bonuses. All of the different departments of the structure are well connected and follow the main principle of democracy.

Both John Lewis and Waitrose are represented by separate councils. They have one elected councillor that represents each branch. As part of the settlements elections take place in the two councils too. The elections take place every two years. Every partner is taking an active vote in the constituencies decided by the trustees of the constitution. As we already mentioned that their primary role is to Partnership interest of the partnership as a whole. They are not involved in the day to day running of the business within each branch. Every John Lewis store has a Forum and for Waitrose has a Voice Forum. The members of the branch forums are selected by the associates to represent them. Every partner can locally with the help of the forums to give feedback and voice any concerns or idea.

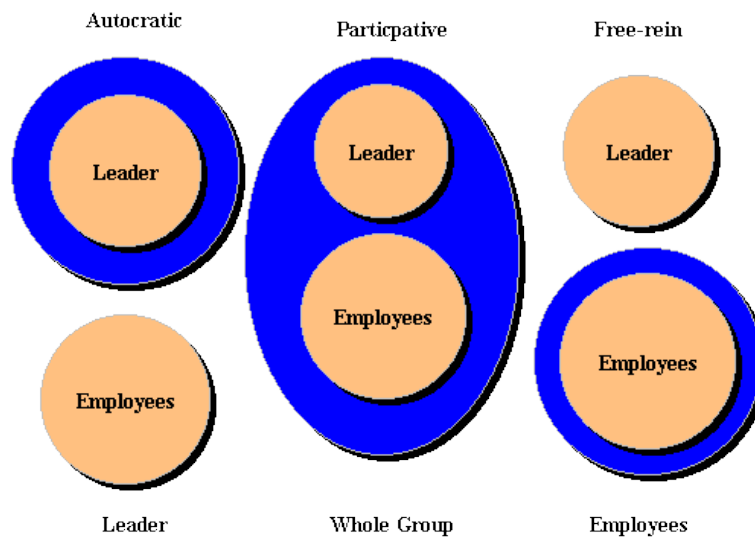
Every partner is a part of the organisation and equally contributing to the success of the company. The management and top level of the structure make the decisions regarding budget, strategic planning and company future. On a branch level or every store they have a forum that the associates can give feedback, suggest and give ideas about the business. It is very clear that everyone is involved even though is not a flat structure Partnership certain that the partnership will remain and follow the

democratic principles' has created a position for Registrar. They are responsible for ensuring that the Partnership remains true to its principles and is compassionate in its dealings with individual Partnership value of the partnership is that the support and motivation of the staff are significant. They believe that diversity is essential and will reflect positive on the growth and success. Selected teams are continually working with a different organisation to support and increase inclusion. Managers are trained to be part of the team that supports the staff daily—the most important principle of the partnership. Researchers have found that the growth of the company depends mainly on the human resource. Managers are the frontline for supporting and motivating the staff. There are many ways for the managers to incentive the partners but which is the best is difficult to decide. John Lewis Partnership has set a primary goal to achieve a great mix of associates working. Back in 2014 they have done the research and decided to increase the number of Black, Asian and other minority groups. The leadership team decided on the company. If we look into the statistics of the company in recent years, we can detect a higher number of minority groups in the management structure of the company. John Lewis management team has set various ways of improving staff performances and growth. They have included different training programmes, making changes in the recruitment process and panels. They are making essential changes to increase diversity in the unity network, which is sponsored by the Finance Director. The Finance Director respectively is taking the responsibilities of the network functional activity. The company has eight networks running across the business to influence, support and inspire partners. Most of the networks have a senior person to sponsorship.



Furthermore, if we look into the leadership into more details, it can identify a person that occupies specific function and power. The leadership can be separated into different styles as such as Authoritarian, Democratic, Participative and Laissez-faire style. The authoritarian leadership style is represented by a supreme leader taking all significant decisions and resolving problems (Benjamin&Flynn 2006). Participative is the other style of leadership where most decisions are based on consensus and can be described as a unique form of Democratic leadership. Laissez style is represented by a type of leaders that are responsible for coordinating and incentivise staff mainly (Chaudhry&Javed,2012). After the short description of all the leadership styles, we can say that John Lewis is kind of democratic leadership. They give a high power when it comes to the decisions to the partners.

POWER STYLE



EMPHASIS

(New.link,2020)

John Lewis Partnership is an example of Maslow hierarchy of needs theory love and belonging (Anderson, 2014). Maslow theory is based on the human needs separated into five levels- Physiological, Safety, Love, Self-Actualisation and Esteem in order from the lower to the higher level of arrangement. People want to achieve mutual care and attention as a vital role in the emotional needs. If we research into the history of John Lewis, we can clearly note that all leaders of the company take employees as a fortune of growth and success. They are not keeping accountable and thinking that the employees only have responsibilities. The partners play a vital role in their creativity and enthusiasm in the company strategy and planning. The leadership team of John Lewis want every associate to enjoy and feel that the place where they work is special. The Partnership has adopted a model that put the heart feelings of the associates as the top priority. When the company makes a profit it will reflect on the individual performance. That is why the Joh Lewis staff is very customer orientated. They are very professional and taking a different approach to the whole sales process. All that will have a positive impact on the profit levels of the business. They are owners of the company and they feel an important element for the success and growth of John Lewis Partnership. Companies that are employee owned business are more profitable, with greater flexibility and higher employee loyalty .The John Lewis staff is involved in decisions of the company and they can take part in the elections. They are company that are good example of delegating responsibilities and power to the lower levels of the management. It can be found in the management style where the employees shares ownership. On the one hand when the employees are responsible to build the company they are highly motivated. If we compare to the employees working for a company that they are not part of the decisions making, we can quickly notice the impact.

Furthermore, this is that they do not feel as motivated to contribute to company success. They do not feel part of the unit as much and not as responsible. From the research, we can notice that it is not the case with the John Lewis Partnership. There is a strong well-established relationship between the structure, leadership and culture in John Lewis Partnership. The company has a very innovate approach with a democratic structure. The leadership model is influencing the partners to contribute the best for the success of the business. The culture of the company is a reflection of the values and traditions established through the long history of

the company. In recent years with the rapid changes in the retail industry John Lewis has managed to secure its position as the one of the most desirable company to work for. Great example for a company with a high level of ethics. John Lewis Partnerships main principle is the happiness of its workers.

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