

Senior Operational Leader | Retail Turnaround, Change & Performance Improvement**GROW
TRANSFORM
DELIVER****Dee Black****Value Delivered:**

- **Turn Around Underperforming Operations**
- **Stabilise Operations & Restore Control**
- **Deliver Store Openings & Conversions**
- **Cut Stock Loss, Absence & Colleague Turnover**
- **Develop Managers & Succession Pipelines**

**CONTACT** dee@grant-graham.co.uk www.grant-graham.co.uk**CONNECT WITH ME:**

If your organisation needs an operation stabilised, a turnaround led or a change programme delivered on the ground, I work with leadership teams to diagnose what is really happening, set clear priorities and deliver measurable, sustained results.

Please visit my profile:

[Dee Black](#)

**"THE OBJECTIVE IS NOT A
REPORT. IT IS A BETTER-
PERFORMING ORGANISATION."**

INTRODUCTION

Dee is a senior operational leader with over thirty years of experience leading complex, multi-million-pound retail operations and large teams through growth, underperformance, restructuring and major change. Career spans Safeway, Asda and Dixons / PC World / Currys, including a £65m-turnover Asda store with nearly 600 colleagues, regional cover across 16 stores, and numerous turnarounds, openings and conversions.

Dee enters difficult operating environments, establishes what is really happening and works with managers and frontline teams to deliver measurable, sustained improvement – a practical approach built on diagnosis, prioritisation and disciplined execution. Retail is the deepest sector, but the skills in turnaround, change and operational improvement transfer across sectors, complemented by a current frontline perspective and a governance track record as a former Chair of Governors.

HOW I CAN HELP YOUR BUSINESS

- **Turnaround & Stabilisation:** Entering underperforming operations to establish what is really happening, restore control and sustain the result – from stock loss cut from approximately 2.8% to 0.3% to returning a £65m operation to positive like-for-like sales performance.
- **Operational Performance & Change:** Practical diagnostics and delivery across inventory, availability, stock loss, absence and daily management – resetting the operating plan around the controllable drivers of performance. Lean Six Sigma trained.
- **Openings, Conversions & Deployment:** Leading openings and conversions from the front – including Market Drayton, grown from approximately £167k to £255k weekly sales with absence below 3% – and rapid-deployment conversion assignments.
- **Leadership, People & Governance:** Led Store Manager succession planning across a region covering approximately 150 stores, developing managers into Store Manager roles and protecting engagement through acquisition and restructuring.