



Customer Portfolio Lead (Home)

Specifics

Reporting to

Head of Energy (Home)

Practice/ Team

Customer Portfolio Home

Business Service

Home Value Stream

Date

July 2026

Welcome

We're committed to making energy cleaner and cheaper for Aotearoa New Zealand.

Our Retail structure is made up of a network of empowered teams, united by a shared purpose and clear goals, equipped with the skills and capabilities to deliver value to customers end to end.

The way we work is just as important as the work itself. Alongside our Meridian Values, we are guided by three key behaviour shifts: 'Make people awesome', 'Set your compass on customers' and 'Progress over perfection'.

Role Purpose

To lead the Customer Portfolio Home call centre within the Home Value Stream, driving operational excellence and the execution of performance outcomes across service & sales delivery.

Using deep people-leadership experience and data-led insight to deliver outstanding outcomes for Home customers, alongside coaching, capability planning and development of the Home Team Leads.

Translating strategy into clear action for a high-performance, customer-obsessed culture that stays resilient and adaptable through change across the entire Home Value stream.

Actively participating in Value stream planning and ceremonies to drive delivery, accountability and a safe, compliant operating environment.

Responsibilities

- Lead key initiatives and a comprehensive delivery plan for the Home value stream to achieve Retail's strategy and growth ambitions in line with quarterly planning and priorities
- Actively contributing member of the Customer Leadership Team building influence across teams and leaders.
- Champion the customer voice to lift satisfaction and Customer Happiness scores, resolve escalations and create value through better customer experience.
- Partner with the Value Owners and the Credit Risk & Compliance Lead to identify and mitigate operational and customer-facing risks and stay compliant.
- Responsible for driving the performance of the Customer Teams using data and dashboards to track portfolio KPIs (e.g. average speed to answer, customer happiness, employee engagement, email response time) and make evidence-based decisions
- Coach and develop teams of teams, mentoring the Home Team Leads and building successors so capability and training plans make our people awesome.
- Act as a catalyst for change, championing agile ways of working and leading with composure when conditions shift.
- Lift engagement, holding leaders accountable through principled conversations in an empowered team culture.

Skills and Experience

- Experienced People Leader who can drive exceptional performance through capability planning and developing people and leaders.
- Proven track record of call centre leadership
- Genuine passion for customer outcomes, lifting customer happiness scores, resolving escalations and championing the customer voice.
- Calm and composed under pressure when managing escalations.
- Credibility and influence with senior and executive leaders, shaping products and services.
- A catalyst for change, comfortable with ambiguity.
- Data-literate, using dashboards to track KPIs and drive evidence-based decisions.
- Commercial Acumen and business acumen to preempt and overcome problems
- Strong operational performance through data-led, efficient delivery
- Excellent coach who develops high performers and drives engagement and wellbeing
- Preferably experience in utilities or complex operating environments with a large customer base



Skills and Mindsets

Subject matter expertise

- Deep knowledge of call centre management practices
- Competent using data to track portfolio KPIs and drive evidence-based decisions
- Understanding of customer behaviour, needs, and preferences across various channels
- Commercial acumen that supports decision making

Individual skills

- Strong leadership and team-building capabilities
- Strong interpersonal skills with the ability to build trust, influence stakeholders and collaborate across teams and leadership levels
- Strong organisational skills and commercial acumen to manage a complex workforce balancing business / budgets and customer outcomes
- Ability to drive continuous improvement in service delivery and team performance

Mindset

- Customer-centric, with a strong commitment to prioritising customer experience in all team activities
- Growth-oriented and resilient, comfortable with ambiguity and developing the team's capabilities through change
- Collaborative and results-driven, ensuring alignment with broader business objectives while fostering a positive and high-performing team culture

Key Responsibilities

Drive Team Capabilities & Performance

- Instrumental in driving performance outcomes across service and sales delivery, ensuring that our organisational objectives are met.
- Lift customer satisfaction and happiness scores and champion the customer voice
- Track portfolio KPIs and set clear, measurable targets
- Embed regulatory and compliance standards, working with the Credit Risk & Compliance Lead to mitigate risks
- Uphold standards through principled conversations on performance and conduct
- Stay calm and composed under pressure, keeping a healthy team environment

Continuous improvement

- Regularly assess team processes, tools, and methods, seeking opportunities for innovation and efficiency improvements
- Establish feedback loops to identify areas for service enhancement and process optimisation
- Promote a culture of experimentation and empowerment where team members are encouraged to test new ideas and approaches to improve service delivery or customer experience.

Developing Customer Centered culture

- Instill a strong customer-centric mindset within the team, ensuring that every action and decision is made with the customer's experience in mind
- Act as a champion for the customer experience within the organisation, advocating for changes and improvements that benefit customers