

I Roles and Responsibilities | Head of QBR



Role

Ensure strategic alignment. Drive prioritisation. Champion collaboration. Elevate our Agile maturity.

Reporting to the Chief Performance & Planning Officer, the Head of QBR Squad is responsible for running and developing Three's Quarterly Business Review process. This role leads a multidisciplinary agile squad of up to 10 employees to manage, evolve, and continuously improve the cadence, outputs, and impact of QBRs across the organisation. You'll lead a vibrant community of experts. You will build alignment from the Leadership Squad to all Tribes, Channels & Centres of Excellence on the mid to long term business strategy using OKRs and data analytics.

You're not just guiding a function—you're evolving a craft. You'll set the strategic direction for the QBR Squad at Three, while staying hands-on with teams and leaders, keeping your skills sharp and grounded in the reality of the work.

This is a role that blends vision, delivery, analytics and execution. You'll build our QBR capability from the inside out, fostering alignment between business objectives and delivery frameworks while championing collaboration and adaptability.

Responsibilities

Required skills and characteristics

People Leadership

- Lead and Manage the QBR Squad of up to 10 cross-functional colleagues including finance, analytics, and project management.
- Drive personal growth through tailored career development, feedback, and coaching.
- Implement full agile ceremonies and conduct regular retrospectives to improve team operations and internal ways of working.



People Leadership

- You've led and scaled high-performing teams, not just managing talent but multiplying it.
- You lead with purpose, bringing emotional intelligence, strategic clarity, and deep care to how you support, grow, and inspire others.
- You create spaces where people thrive—unlocking potential through facilitation, feedback, and bold, human leadership.

Own and Operate the QBR Process

- Run a consistent quarterly QBR cycle working closely with the Leadership Squad & Unit Leads across the organization.
- Maintain standardised templates, dashboards, and reporting outputs for QBR.
- Ensure alignment to overall enterprise strategy & annual planning process
- Drive timely collection, synthesis, and review of unit-level inputs.
- Build awareness and understanding of QBR throughout the business.



Strategic Impact & Influence

- You think beyond the team—you operate at a system level, aligning outcomes with commercial strategy, organisational culture, and long-term transformation goals.
- Your strategic mindset is matched by your ability to influence across functions, levels, and agendas.
- You confidently navigate ambiguity and complexity—making sense of the mess, and moving people forward with clarity and conviction.

Drive Continuous Improvement and Process Maturity

- Gather structured feedback each quarter from the Leadership Squad, Performance Coaching squad & the broader Leadership community to drive improvements.
- Optimise the QBR rhythm for clarity, efficiency, and executive usefulness.
- Maintain a live improvement backlog for the QBR process and own its delivery.
- Ensure a robust action-tracking mechanism is in place and followed up.
- Own the rollout of user management of supporting enterprise agile tooling.



Communication & Collaboration Excellence

- You communicate with clarity, confidence, and purpose—able to influence at all levels, from team rituals to executive strategy.
- You build strong, trust-based relationships across domains, break down silos, and align diverse stakeholders around a common vision.
- Your presence lifts the room, and your communication moves people to action.

Strategic Alignment

- Active management of CapEx budget & alignment with Finance on overall budgeting
- Align QBR to business and organisational goals—where it matters most.
- Collaborate across Performance Coaching Squad, Chapter Area Leads and Unit Leads to embed QBR process that fuels performance and results.
- Represent the QBR squad at leadership forums, and shape strategic cross-functional initiatives.

Culture & thought Leadership

- Be the voice for QBR culture-amplifying psychological safety, human development and performance uplift.
- Partner with Leadership squad to get the most out of Big room planning, QBR reviews, QBR townhalls and continuously refine and improve the approach.
- Inspire with bold thinking-championing QBR as a lever for agile transformation.
- Sense what the business needs next and continuously adapt the Squad's vision and direction.



Portfolio / QBR Mastery & Domain Expertise

- 10+ years in delivery operations, agile transformation, PMO, or business performance roles.
- Demonstrated experience managing performance or QBR / operating cadence processes at scale.
- Skilled in synthesising large volumes of operational data into clear executive narratives.
- Familiarity with agile-at-scale frameworks and OKR-driven organisations.
- Proficient with Jira, Confluence, PowerPoint, Excel/Sheets
- You're more than a practitioner: you're a thought leader in your field, shaping the QBR craft and setting the bar for excellence across the business.
- A lifelong learner, you evolve your approach continuously—curious, reflective, and committed to staying at the cutting edge of Agile development.
- Telecoms experience an advantage.

