

Commercial Director

Job details	
Directorate:	Membership and External Affairs
Department:	Sales and Partnerships
Team:	Sales
Grade:	Operational Director
Reports to:	Executive Director for Membership and External Affairs
Line management responsibilities:	Yes
Location:	London

Role overview

The Commercial Director provides strategic and operational leadership, ensuring the Law Society's commercial offer, partnerships portfolio, sales strategy, and revenue generating activities are aligned with organisational priorities and deliver sustainable value to members. The role drives commercial innovation, integrates commercial and membership value propositions, and leads a high performing function to meet income targets, whilst supporting the Society's Corporate Strategy.

Core duties of the role:

The post holder will:

Director Accountabilities

- Works as part of an integrated senior management team leading the transformation of the business across service, skills and behaviours
- Drives internal effectiveness, continually striving to simplify structures and processes

- Develops innovative approaches to maximise value for money for our membership fee
- Supports the strengthening of the Law Society's positive brand impact and reputation in everything we do
- Takes an integrated 3-5 year forward looking view of the business to influence Law Society strategy through the Executive Leadership Team, Board and Council
- Takes responsibility for the operational leadership, managing clarity, understanding and execution of strategy
- Leads teams to deliver operational and digital transformation plans and helps to create a culture of continual quality improvement and learning across the Law Society
- Delivers or exceeds delivery of the agreed corporate plan and performance measures
- Acts as the senior level expert in their relevant professional or technical field, informing the strategic shaping of policy
- Models and develops strong leadership and management practices with a strong emphasis on talent management, development and encouragement of colleagues to create 'one brilliant team' and 'one effective way of working' across the whole business
- Builds highly effective teams, ensuring that line managers are able to manage their budgets effectively and perform their people management responsibilities with confidence and skill

Functional Responsibilities

- Shape and lead the Law Society's commercial strategy, ensuring alignment between member value, income generation, and wider organisational priorities
- Provide senior leadership to the Commercial and Partnerships function, setting a clear forward-looking view to support strategic planning and corporate decision making (1-2 years+)
- Partner effectively with the Leadership Team to influence commercial planning and embed commercial thinking across the Law Society
- Provide effective and impactful engagement as part of an integrated cross-organisational leadership team, taking responsibility for the operational leadership of the Law Society, managing clarity, understanding and execution of strategy.

- Oversee the design, delivery and continual improvement of commercial propositions across all income generating product and service lines
- Ensure propositions deliver clear member value and commercial return, supported by robust business cases for new ventures and services
- Drive corporate business income generation, diversifying revenue streams and building long term partnership models that support organisational goals
- Implement and oversee innovative commercial pricing strategies that support year on year profitability and strategic growth targets
- Provide a reflective, considered and constructive leadership approach ensuring clarity of purpose, talent development and an emphasis on collaborative culture, aligned with Law Society values
- Support colleagues through periods of organisational change, ensuring sensitive, transparent and supportive communication
- Oversee operational planning, delivery and performance across all commercial workstreams, ensuring integration with membership experience and organisational services
- Ensure the Commercial and Partnerships function has fit for purpose systems, processes and structures following recent redesign
- Monitor key performance indicators, ensuring delivery of commercial targets, income growth and member satisfaction
- Drive continuous improvement, simplifying processes and maximising value for money for members
- Act as a senior ambassador for commercial priorities, influencing internally across business units and externally with partners and stakeholders
- Provide business intelligence and insight to support planning, competitive positioning, and member audience understanding
- Ensure effective engagement with Technology & Change, Membership Experience and other directorates to integrate digital, service and commercial strategies
- Proactively support a culture of respect, welcome, inclusion and diversity

Skills and attributes:

Criteria (knowledge, skills and attributes)

Proven senior level commercial leadership experience in a complex organisation, ideally with membership, professional services or mixed income models

Strong ability to translate strategy into operational delivery, with a track record of income growth and commercial innovation
Deep understanding of commercial pricing strategies, proposition development, sales operations and partnership management
Ability to influence and engage effectively with a broad range of stakeholders, including excellent communication skills with both commercial and non-commercial audiences
A proactive and constructive approach to all aspects of work
Strong analytical capability and ability to use evidence to shape commercial strategy
Experience of balancing long term commercial strategy with short term delivery priorities
Outstanding leadership skills with proven ability to build, inspire and engage commercial teams, particularly through periods of change and ambiguity
High level of competence in core M365 applications (Teams, Outlook, SharePoint, Word, PowerPoint)
High level of initiative, with a considered and balanced approach to problem solving and decision-making
Able to demonstrate the ability to work flexibly and motivate others to do so
Able to plan, organise and prioritise work during busy periods whilst maintaining a positive can-do approach
Able to manage own wellbeing during busy and demanding periods at work, with support from the Law Society as appropriate
A proactive approach to supporting a respectful and welcoming environment at the Law Society

Commercial and Partnerships structure

