



## **Job Description:** **Commercial Director**

### **Reporting to: AoEC CEO**

The commercial teams are responsible for ensuring world-class quality, optimum running, and profitability of the Joint Venture Systemic Team Coaching programmes, Global Licencing Partnerships, and External Organisations/Consultancy offerings.

The Commercial Director role is accountable for the various external collaborations of the AoEC (including Global Partners, Joint Ventures, Honorary Presidents etc), and for building business growth through the Non-Open Programme channels.

The Commercial Director has direct line management responsibility for the Head of Consultancy, and indirect oversight of the Client Relationship Executive. The Commercial Director is also an Executive Director of the AoEC and Board Member with key responsibilities in the successful running of the Company.

This is a permanent, full-time role working from home with occasional travel to Company meetings in London or the South East and as required by the role.

### **Key Responsibilities:**

#### **Executive Directorship (member of AoEC Board)**

- Attendance, preparation for and active participation in, all Board Meetings and sub-committees requiring Board member attendance
- Active contribution and participation in the development of Company Strategy
- Preparation of relevant reports and reporting measures to the Board in the areas of collaborations and organisations
- Undertakes such things as are necessary to ensure compliance with the UK Corporate Governance Code (as amended from time to time)
- Abides by any statutory, fiduciary, or common-law duties owed to the Company as a result of being an Executive Director
- Uses best endeavours to promote, protect, develop, and extend the business of the Company
- Is a key member of the Directors team. Discussing and making key Company related decisions on significant issues, strategic choices (including investment choices) or otherwise escalated matters
- Undertakes additional Director level tasks as required from time to time to support the effective running of the business and to support the CEO



- Alongside all Directors, takes a significant role in the development and upholding of a “culture of coaching” internally within the AoEC. Aligned with AoEC values
- Is a role model for the rest of the Company with regard to working in accordance with Company processes, ways of working and management and leadership responsibilities

### **Business Development**

- Be the overarching person responsible for new business development strategies and opportunities
- Identifying new channels, products, partnerships, and associations which have reputational or commercial value and align with AoEC business strategy
- Responsible for review and evaluation of business development ideas which are generated internally ensuring diligent assessment of commercial value vs time investment
- Lead on the relationship building, engagement and onboarding of new relationships or collaborations.

### **Systemic Team Coaching (Joint Venture)**

- Full ownership and accountability for the Joint Venture relationship with Peter Hawkins and delivery of the STC related products
- Strategic thinking on the development and management of STC including co-ordinating with Peter Hawkins on plans to develop STC and set up new partnerships, ensuring they don't compromise AoEC dedicated activity
- Work with other internal stakeholders to contribute to the content of STC programmes alongside Peter Hawkins and ensure programme materials are up to date
- Set up and lead quarterly JV meetings
- Oversee programme scheduling as undertaken by the Operations Team
- Lead regular STC Product Team meetings alongside Operations team
- Consider and agree changes to faulty criteria, training, or approval processes in agreement with Peter Hawkins

### **Global AoEC Partners (Licencing)**

- Undertake a strategic review of Global Partner model and channels to ensure appropriate commercial value and return (as well as opportunity cost) in line with the overarching Company strategy
- Identify regions where AoEC does not currently have Global Partners, the commercial viability of increasing coverage in those areas and the sourcing of potential partners
- Review, assess and respond to opportunities from potential partners which arise “on spec”
- Ownership for the relationships with all Global Partners and continuation of trusted partnerships



- Accountable for the legal licencing boundaries, terms, queries and upholding of agreement terms (including use of branding)
- Support the relevant Operations Team member/s on Global Partner related work and be an escalation point for issues and queries
- Work together with the Director of Programmes to ensure the highest quality delivery of AoEC licenced programmes by Global Partners

### **Client Organisations / Consultancy**

- Responsible for overall strategy development for the Organisations/Consultancy business in collaboration with the Directors and the Head of Organisations Consultancy. Incorporate strategic plans in relation to the mix of Consultant products including: Executive Coaching, Team Coaching, Coaching skills for leads/managers, In-house coaching capability, Supervision/CPD in house and bespoke offerings
- Accountable for developing optimal pricing structures of Organisations/Consultancy products and submissions which balance profitability and commercial opportunity
- Accountable for the legal contracts with Consultancy clients and upholding of agreement terms
- Actively pursue business development opportunities at senior levels alongside the Head of Organisations to secure new business
- Oversee the development and implementation of procedures relating to effective running of the Organisations/Consultancy business as undertaken by the Head of Organisations
- Act as an escalation point for issues and queries in relation to Organisations /Consultancy

### **Team Leadership and Development**

#### Internal Team

- Manage the day to day line leadership of the Head of Organisations through ad hoc meetings and more formal individual 1:1 meetings on a quarterly basis
- Provide continuing personal development to the Head of Organisations to enhance overall capabilities and support personal development needs
- Support the Head of Organisations to line manage the Client Relationship Executive as needed
- Use effective judgement to delegate appropriate workload to the team
- Support the health and wellbeing of team members
- Source, select, recruit and onboard for any vacant or new positions which arise within the team
- Deal with any performance related issues which may arise in the team with appropriate skill and judgment

#### STC Faculty Team



- Oversee resource planning for faculty for STC programmes, alongside Operations, which will allow AoEC to respond to opportunities of scale whilst not committing unnecessary Company spend
- Lead annual virtual faculty meeting with Global STC faculty
- Take insights from participant feedback to provide faculty with developmental feedback and support
- Oversee standards of delivery from Global STC faculty in collaboration with the Director of Programmes

### **Cross-Company Collaboration**

- Support marketing and business development initiatives as necessary to grow the market and promote the AoEC reputation
- Support the marketing function to ensure the content, focus and delivery of marketing is effective in supporting the STC suite of programmes. Provide approvals for STC related content
- Close collaboration with the Finance Director to understand the commercial propositions and profitability of current and proposed channels and products
- Be the Company subject matter expert in relation to Team Coaching ensuring AoEC has a compelling position which can guide marketing content
- Develop AoEC's external reputation in relation to Team Coaching by engaging in thought-leadership in the industry, and delivering presentations at or attending relevant events
- Working alongside the Director of Programmes and Operations Team to ensure knowledge transfer and appropriate handoffs with regard to new Global Partners and their training requirements and other needs
- Actively promote AoEC via Linked In and other appropriate channels in collaboration with the marketing team
- Contribute to and create opportunities for speaking and thought leadership pertaining to AoEC's status in the global coaching environment.
- Contribute to wider environmental/societal causes supported by AoEC, such as modern slavery, climate change, diversity, and inclusion

### **Competencies:**

- **Strategic Agility.** Broad commercial knowledge and perspective can clearly articulate visions for future direction and can create competitive and breakthrough strategies and plans.
- **Creative, future thinking.** Can effectively pioneer change. Is curious and eager to create new and better approaches or product propositions. Can communicate compelling and inspired visions of the future. Can embrace and implement change as well as bring their team along with them



- **Builds effective teams.** Creates a climate in which people want to push themselves to achieve the best results. Ensures their team has a clear purpose and clear roles. Lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
- **Priority Setting.** Spends own time and directs the time of others on what is important. Quickly identifies the critical few areas of focus that will move the business forward.
- **Building trusting relationships.** Relates well to all kinds of people (peers, reports, managers, board members, internal and external stakeholders). Builds appropriate rapport, uses diplomacy and tact, can diffuse high tension situations comfortably.
- **Presentation / Communication Skills.** Effective in a variety of presentation settings with a mix of external or internal audiences. Commands attention with clear targeted messages.
- **Process Management.** Competent at figuring out the processes necessary to get things done, understands how to organise people and activities. Can identify what to measure and how. Can simplify complex processes and get more from fewer resources.
- Skilled, **timely, decision making** based on a mixture of analysis, insight/knowledge, experience, and judgment. Aimed not just at deciding on what actions/investment to undertake, but actions/investments not to pursue.

#### **Experience:**

- Previous successful track record as a senior leader in a commercial, decision making role
- Experience working either within or presenting to a Board and clear understand of how a Board functions
- Experience developing growth strategies and successfully realising meaningful commercial growth including new client wins and existing account growth
- Successful experience in leading and developing teams and the managers of others
- A keen interest and in depth understanding of the coaching profession and the value coaching brings to individuals and businesses
- Experience in driving cross functional collaboration including processes and ways of working

#### **How to apply:**

To apply please send an email to [jobs@aoec.com](mailto:jobs@aoec.com) attaching your CV and quoting the reference CD2020 in the email title.

Applications invited until close of business 23<sup>rd</sup> September 2020