



derwent

Executive Brief

The College of Law

Transformation Director

October 2026

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Advertisement

Transformation Director The College of Law

About the College

The College of Law is the school of professional practice for lawyers. With locations in Sydney, Melbourne, Brisbane, Perth, Adelaide and Auckland, it is the largest provider of practical legal training in both Australia and New Zealand, with more than 60,000 graduates and more than 400 staff. As legal education enters a period of significant regulatory change, the College is moving from planning to execution.

The Role

Reporting to the Group Chief Executive Officer and working with the Executive Steering Committee, the Transformation Director will spend two years leading the enterprise-wide transformation of the College over approximately two years. You will turn the future operating model into an executable plan and deliver it, acting as the central integrator across the Executive Leadership Team. Your responsibilities include:

- Leading the transformation roadmap from strategy through to implementation and embedding.
- Coordinating workstreams across operating model redesign, process optimisation, technology enablement, workforce transition and capability uplift.
- Establishing governance and reporting, managing risks and dependencies, and removing delivery blockers.
- Leading change management and equipping leaders to sustain change.
- Owning benefits realisation, tracked through robust KPIs, while keeping the College running.

What We Are Looking For

You have seven to 10 or more years' experience leading large-scale, enterprise-wide change programs, with core expertise in program management and strategic planning. A relevant tertiary qualification is expected, and postgraduate qualifications and professional certifications are highly desirable. A background in education or law is not required. Experience in a commercial environment such as professional services, banking or telecommunications will serve you well.

We are looking for someone with high emotional intelligence who will bring strong commercial acumen. You'll have a proven ability to influence CEOs and senior executives, and challenge constructively while maintaining genuine relationships. You are results driven with a pragmatic bias to action: resilient, comfortable making decisions with imperfect information, and credible with executives and frontline teams alike.

The role is based in Sydney, with some interstate travel and flexible working hours to support a national operation.

How to Apply

For a confidential discussion about the position, please contact Derwent Partner, Emma Alberici on 0419 683 660.

To apply, please log on to Derwent Search at <https://www.derwentsearch.com.au/> and click on "Search Jobs" to download the brief. Your application will require a cover letter (no more than two pages) and a resume of no more than four pages.

Applications close at 11:59pm Sunday, 25 October 2026.

About The College of Law

As part of the College of Law Group, which has a presence across Australia, New Zealand, Asia and England, The College of Law is the school of professional practice for lawyers. It delivers innovative, practice-focused legal education and training to enhance the careers of practising professionals across Australasia and its region.

The College is unique in having locations in each of Sydney, Melbourne, Brisbane, Perth, Adelaide and Auckland, as well as providing onsite training in key regional centres. The College as a whole has over 60,000 graduates and more than 400 staff, with all teaching staff having extensive practising experience.

Graduates of all law schools in Australia and New Zealand come to The College to undertake a comprehensive program of practical legal training, leading to admission into the profession. The College is the largest provider in both countries.

For legal practitioners, The College provides a large suite of continuing legal education programs, both face-to-face and online, across a range of practice and skill areas.

The College offers fully accredited postgraduate degree programs in applied law. As a non-university higher education provider with self-accrediting authority (SAA), it has been recognised as achieving superior academic standards, governance and quality. The Applied Law programs, including the LLM (Applied Law), are differentiated by their focus on the practice of law, enabling students to develop existing practice specialisations or move into new areas of practice, conducted primarily online to meet the needs of busy practitioners.

About the Role

The Office of the CEO operates in a dynamic environment where it is essential to manage competing demands, maintain awareness of the organisation's priorities, provide support to internal stakeholders and deliver a quality service within strict timelines.

The Transformation Director will lead the enterprise-wide transformation of The College of Law by driving the successful implementation of the future operating model. The role ensures the organisation delivers its strategic, operational and financial objectives and strengthens its capability, effectiveness and long-term sustainability.

Reporting to the Group Chief Executive Officer and the Executive Steering Committee, the Transformation Director will drive cross-functional change across all business functions, embedding new ways of working, governance, technology and capabilities while maintaining business continuity.

The Transformation Director will act as the central integrator across the Executive Leadership Team, ensuring initiatives remain aligned, decisions are made at pace, risks are proactively managed and targeted benefits are realised.

Position Details

Position title	Transformation Director
Band Classification	Not applicable
Department	Office of the CEO
Location	540 George Street, Sydney
Reports to	Group Chief Executive Officer
Direct Reports	To be confirmed

Key Responsibilities

Transformation Leadership

- Develop and lead the organisation-wide transformation roadmap from strategy through to implementation and embedding.
- Translate the target operating model into an executable implementation plan.
- Drive alignment across all business functions and state operations.
- Ensure successful delivery of strategic, operational, organisational and financial outcomes.

Program Integration

- Coordinate multiple workstreams, including operating model redesign, process optimisation, technology enablement, workforce transition, capability uplift and change management.
- Identify and actively manage cross-functional dependencies.
- Resolve issues and remove delivery blockers.

Executive Stakeholder Management

- Provide strategic advice to the CEO and Executive Steering Committee on transformation opportunities, priorities, risks and organisational impacts.
- Build strong relationships with the Executive team and senior leaders, and influence across organisational boundaries to achieve transformation outcomes.
- Create alignment and shared ownership of transformation priorities across senior leaders with differing priorities.
- Challenge constructively while maintaining strong relationships.
- Provide visible and credible leadership throughout periods of significant organisational change.

Benefits Realisation

- Own the delivery of transformation benefits, including student and employee experience, productivity improvements, faster decision making and a simplified operating model.
- Track benefits through robust KPIs and reporting.

Change Leadership

- Lead the enterprise-wide change management strategy and build organisational readiness and capability to navigate change successfully.
- Equip leaders to lead and sustain change within their areas of responsibility.
- Proactively manage resistance and the stakeholder impacts associated with the transformation.
- Foster a culture of continuous improvement, innovation and accountability.

Transformation Governance and Accountability

- Establish transformation governance, reporting, decision-making forums, accountability frameworks and program disciplines.
- Establish clear transformation priorities, sequencing, outcomes and measures of success.
- Monitor risks, issues, dependencies and delivery milestones.
- Ensure initiatives remain on time, within budget and aligned to strategic priorities.
- Escalate critical decisions appropriately.
- Provide the CEO and Executive Steering Committee with clear reporting on progress, benefits, risks, dependencies and emerging issues.



Essential Knowledge, Skills and Experience

Education and Professional

- A relevant tertiary qualification in business, organisation development, change management, transformation project management or a related discipline.
- Significant experience (seven to 10 or more years) leading large-scale, enterprise-wide change programs, with core expertise in program management and strategic planning.
- Postgraduate qualifications and recognised professional certifications are highly desirable.

Strategic Leadership

- Significant senior-level experience leading complex enterprise transformation and organisational change.
- Demonstrated success translating organisational strategy into major transformation programs and measurable outcomes.
- Challenges current ways of working and identifies opportunities for improvement.
- Makes decisions that balance short-term operational needs with long-term transformation goals.

Influencing and Stakeholder Management

- Proven ability to influence and engage CEOs, executives and senior stakeholders to build organisational alignment.
- Demonstrated ability to lead complex transformation in environments characterised by ambiguity, competing priorities and significant organisational change.
- Exceptional communication, influencing, facilitation and stakeholder management skills.
- Demonstrated ability to navigate challenging conversations confidently and achieve constructive outcomes.

Change Leadership

- Strong understanding of organisational design, operating models, change management and organisational effectiveness.
- Leads through ambiguity, builds organisational momentum and manages resistance constructively.
- Maintains engagement throughout delivery.
- Builds organisational capability and readiness to manage and sustain significant change.

Commercial Acumen

- Strong commercial acumen and understanding of financial drivers.
- Balances investment against benefits.
- Prioritises initiatives based on value creation.

Program Leadership

- Excellent program planning and strong governance capability.
- Proactive management of transformation risks, dependencies and issues.
- Ability to balance competing priorities, risk, resources and organisational capacity.
- Benefits tracking.

Sustainability

- Transformation benefits are sustained and incorporated into business-as-usual operations, with clear ownership following implementation.

Problem Solving

- Structured thinker who quickly identifies root causes.
- Comfortable making decisions with imperfect information.
- Pragmatic and delivery focused.

Communication

- Executive-level written and verbal communication.
- Board-ready presentation skills.
- Ability to simplify complex issues.
- Strong facilitator across diverse stakeholder groups.

Personal Attributes

- Highly resilient and outcomes focused.
- Comfortable operating in ambiguity.
- Collaborative, but willing to challenge constructively.
- Strong personal accountability.
- High emotional intelligence.
- Pragmatic and action oriented.
- Credible with both executives and frontline teams.

Inherent Role Requirements

- Travel: some interstate travel may be required from time to time.
- Working hours flexibility: to support a national operation, the role requires flexibility in working hours.

Success Measures – First 12–18 Months

- Agreed transformation priorities and milestones delivered within approved scope, timeframes and budget.
- Demonstrable achievement of agreed strategic, operational, productivity, organisational and cost benefits from transformation initiatives.
- Effective governance, reporting and proactive management of transformation risks, dependencies and issues.
- Measurable improvements in efficiency, effectiveness, capability, collaboration and stakeholder management.
- New processes, systems, structures and ways of working effectively adopted and embedded across impacted areas.
- Increased organisational capability and readiness to manage and sustain significant change.
- Transformation benefits sustained and incorporated into business-as-usual operations, with clear ownership following implementation.

Our Values

The six behaviour anchors underpin the values and behaviours expected of employees of The College.

1. Growth and Customer Focus

Recognises that The College needs to think differently in order to grow, and does a superb job for customers every day in quality, delivery, value and technology. Understands the needs of the organisation and its customers, internal and external, and provides a sound level of service, treating the customer with respect. Has the courage to say no, interacts with the best interests of the organisation in mind, and supports the vision for growth.

2. Achieves Results

Takes accountability for the achievement of great results and translates The College's requirements into action. Comfortable accepting accountability for self, displays determination to undertake and complete activities, and shows adaptability and resilience. Motivated, displays initiative and is results focused.

3. Find Better Ways

Optimises key processes by finding better, more efficient and more effective ways of doing things in cooperation with others. Recognises where improved performance is required, communicates why, plans for improvement, participates in designing and developing solutions, and implements and evaluates the results.

4. College-Wide Mindset

Views work and opinions from all relevant perspectives and sees The College as an integrated body. Understands when a “best for College” decision needs to be made and supports it, works against silo thinking and behaviour, clearly articulates issues, actively listens, and is careful and considered in the use of language and tone.

5. Teaching, Technical and Functional Expertise

Is capable and effective in their own area of expertise, holds the necessary qualifications, and has the experience and demonstrated competency to operate in their field. Is dependable and responsible, transacts work in an ethical, professional and legal manner, and is encouraging and supportive.

6. Teamwork

Interacts and collaborates with others to build good working relationships across The College. Works effectively as a team member, encourages a greater sense of trust between team members, and helps identify and remove barriers to the team functioning effectively. Recognises that people have different values and opinions which individuals have a right to hold, and is self-aware of the impact of their own actions.



Marcus Martin

Chief Executive Officer

Marcus Martin brings extensive management experience from the legal and education industries, as well as the not-for-profit sector, to his role of Group Chief Executive Officer at the College of Law. A commercially successful CEO, Marcus holds a comprehensive understanding of the not-for-profit client and regulatory stakeholder needs. Balancing commercial and service obligations, he demonstrates a clear strategic vision that retains core revenue streams and embraces future business opportunities.

An engaged leader, Marcus works to continually motivate his staff to appreciate and achieve personal performance targets, while working together to exceed organisation goals. Motivated by complex business challenges, Marcus looks to innovative yet highly informed business solutions that account for budgetary and time constraints.

Previously CEO of the College of Law New Zealand, General Manager of the Auckland District Law Society, in leadership roles at UK-based law firms Nabarro Nathanson and Cripps Harries Hall, as well as AXA PPP Healthcare in the UK, Marcus will be guiding the College of Law's next pivotal phase across Australia, New Zealand and the UK. Acutely aware of the College's internal and external

Application Process

Apply: submit a resume (no more than four pages) and cover letter (no more than two pages) outlining relevant experience against the position requirements.

Shortlist: applicants are assessed on their written application against the position requirements.

Interview: shortlisted applicants will be invited to an interview, held in person, by phone or by video. Applicants should be prepared to discuss examples of past and present achievements and challenges faced.

Referees: referees may be contacted for further assessment of suitability, and are only approached for applicants under consideration for the position. Candidates will be notified before referees are contacted.

Offer: following final assessment, an offer will be extended to the preferred candidate. All applicants will be notified of the outcome.

The Search Process

The College of Law has engaged Derwent Search on an exclusive basis to conduct this appointment. Derwent will identify and assess candidates through targeted advertising.

Indicative Timeline

- Weeks 1–2: Brief and launch.
- Weeks 3–5: Outreach and screen.
- Weeks 6–7: Interviews and longlist.
- Week 8: Shortlist to client.
- Weeks 9–10: Client interviews.
- Week 11: Offer and confirm.

Assessment and Probity

Shortlisted candidates will be assessed against the criteria above, together with reference checks and standard pre-employment checks prior to offer.

Contact Us

Thank you for your interest in this opportunity with the Australian Securities and Investments Commission.

For a confidential conversation or to learn more, please reach out using the contact details below.



Emma Alberici

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