

SOPHOS

BOARD ADVISORY



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Executive Summary

Independent board leader bringing strategic oversight grounded in practical experience. Former President of the Law Society of Scotland with proven expertise navigating regulatory scrutiny, leading governance reform, and building stakeholder trust across 12,000+ members. Commercial track record scaling a professional services practice from £4m to £15m whilst embedding robust governance frameworks.

How I Work

- **Constructive Challenge**
I ask the difficult questions in service of better decisions. Challenge that strengthens, not undermines. I bring the boardroom perspective and the operational reality.
- **Grounded in Experience**
I understand the pressures executives face because I've led teams, navigated crises, and carried accountability. I've built organisations, not just observed them.
- **Regulatory Navigator**
As former LSS President, I've led organisations through ministerial review, regulatory reform, and stakeholder scrutiny. I bring calm authority to complex environments.

Core Capabilities

- **Governance Reform**
Led comprehensive governance modernisation during ministerial scrutiny, restoring stakeholder trust and embedding transparent accountability frameworks.
- **Commercial Leadership**
Built and scaled teams from 50 to 140 staff across 14 offices; delivered revenue growth from £4m to £15m; led successful integration of firm entering administration.
- **Digital Transformation**
Championed ethical AI policy development and digital-first transformation across Scotland's legal profession; practical understanding of technology risk and opportunity.
- **Charity Governance**
Active trustee with Scottish Solicitors' Benevolent Fund; chaired £5m student charity through governance reform and financial sustainability challenges.

Professional Development

Diploma in Corporate Governance | Corporate Governance Institute
Certified Chair Executive Programme | Advisory Board Centre
Oxford Executive Leadership Programme | Saïd Business School
ESG & Cyber Security for Board Members | Corporate Governance Institute

Current Focus

Building a focused portfolio of non-executive roles where governance, integrity, and public service matter most. Particularly interested in chair and NED opportunities with regulatory bodies, professional membership organisations, charities, and consumer protection bodies—especially those navigating change, modernisation, or regulatory scrutiny.

Lead with compassion, grow with purpose, empower with integrity, serve with heart