

Legal Sector Breakfast Briefing

Newcastle

13th October 2026



HSBC



Legal Sector Breakfast Briefing

Welcome & Introduction

Andy Poole

Corporate Finance Partner, Legal Sector



Legal Sector Breakfast Briefing

- 8.00am - Arrival and breakfast
- 8.30am - Welcome
- 8.35am - Briefing
- 9.30am - Q & A
- 10.00am - Close



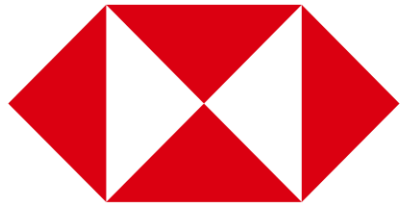
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Legal Sector Breakfast Briefing

Steve Rowan

Mountain Ash Coaching & Advisory Ltd



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Sustaining high performance

Steven Rowan for Armstrong Watson 13th October 2026

Mountain Ash Coaching & Advisory Limited (2026)

Quick intro

“Executive coach, mentor, career transitions adviser and former law firms’ CFO helping talented, high performing, high potential professionals work through their career challenges”

- More than 30 years in senior leadership within international law firms, chose to use my own experiences to help people develop and succeed
- Practise now as an executive coach and mentor, supporting high-performing professionals to navigate key career moments
- Act as a Senior Advisor and Mentor for a global Human Capital consultancy, bringing a combination of deep commercial insight, global experience, and a straightforward, values-led approach grounded in honesty and integrity

Key principles for successful sustainability in business ...including a few Cs

- **Strategise (plan) & focus, adaptability**
- Culture & care...Self sustainability...know yourself, health & fitness, EQ, staff
- **Consultation...diversity of ideas, delegation, openness**
- Collaboration...the importance of “Team”...”not just me”
- **Constant education...growth mindset...events, trends, L&D, peers etc**
- Communication
- **Commerciality...mindset, behaviours**
- Continuity...succession...planning again (firm and clients), personally, what next?

Succeeding over the long term (principal attributes)

- How you present/behave – am I being “myself”, relevant as a firm?
- How do people see me? (personal and enterprise...my Brand)
- Strategy, intention & focus...or laissez-faire?
- Relationships & feedback – seek advice, involve
- Treatment & consistency
- Bouncebackability (reaction to setbacks)
- Learning/consulting/refresh thinking
- Presence/availability
- Health (yours and others')

Managing career transitions & embracing change

- The world of work, then & now
- Adaptability, observation, learning, refresh/blank piece of paper
- Strategising...forward view & plan...more important than ever?
- Relationships again (network, clients)
- Seek advice (communication, network again)
- Successes & lessons learned

Avoiding burnout whilst maintaining high performance (not always easy!)

- Self – F,F & C, R &R, thinking time, forward view
- Share/openness
- Change
- Planning
- Team
- Prioritise...what/when/how/who (Eisenhower Prioritisation Matrix)

Staying relevant long term

- Listen, read, watch & learn
- Relationships
- Trends
- Changeability & mindset
- Visibility
- Peers
- Encore/Trusted Adviser

Questions and Conclusion

Jamie McCullough

Deputy Head for Professional Services

(North and Midlands Sector Lead)

Structured Finance – Corporate Banking



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