

Special Episode: Introduction to Scott Stuart

Intro music: INSOL international, in conjunction with the Early Researcher Academics Committee, presents: INSOL talks.

Shuai Guo (SG) (00.23): Welcome back to a new episode of INSOL Talks. My name is Shuai Guo, associate professor at China University of Political Science and Law and chairperson of INSOL International Early Researcher Academics, ERA. Today, I'm extremely honoured to host a distinguished guest, Mr. Scott Stuart, the new CEO of Enso International, recently appointed on 15 September 2025, who will share his lifetime experience and his vision for the future of international as well as the world insolvency community. First of all, please allow me to briefly introduce our distinguished speaker. Scott Stuart has 35 years of leadership experience in the restructuring and insolvency field, most recently serving as the CEO of Turnaround Management Association TMA with a proven record in strategic execution, global stakeholder engagement and associate leadership. As CEO of TMA, he led transformative initiatives in member engagement, branding and also strategic partnerships on a global scale. A former practitioner attorney, Scott has also held senior leadership roles in a prominent restructuring firms. Once again, Scott, thank you for joining us today. What attracted you to this position at INSOL International at this point of your career?

Scott Stuart (SS) (01.43): Thanks. And it's really great to be here and very excited to be part of this podcast and excited to have taken on the role of CEO of INSOL International. The world is getting smaller and internationalism is becoming more prominent. And one of the great achievements of my last role was expanding the international footprint of that association, where almost 50% of its members are now international. In building that, I garnered a great respect both for international law, international processes, the building of restructuring processes around the world. And really the cultural delight of the learnings of people, societies, the practice of law, and of course, how the insolvency practice is continuing to morph and evolve around the world. That made this opportunity incredibly attractive to me, both from my respect of what all that means for our professional community and as a citizen of the world. The great learnings that, uh, that I garner from that.

SG (02.42): Thank you very much. That's very exciting. The second question was, was there a defining moment or experience that shaped your views on leadership in this field?

SS (02.52): You know, leadership is evolutionary, and I think really the defining moment for me in the era that we sit in is this very unique moment where we have four generations of professionals that are in the workplace. Never again in our lifetime, and certainly probably not for multi-generations, we have the expanse of leaders in our life and society from multiple generations, the way that it exists today. It is a wonderment, a beauty, and a great tension to have both Gen Z'ers and Baby Boomers and the generations that are in between all interfacing.

There is so much that we can learn. There is so much that I've learned about leadership from being in this melting pot of multi-generationalism. But I think for me, the greatest learning as a leader is to bring myself to the generation I'm least familiar with, and to make myself more comfortable, by becoming uncomfortable with things that are less knowledgeable to me, and learning from that so that I can be a better leader in how I lead. Understanding that my knowledge is only a piece of what the world is about, and the knowledge that is evolving and morphing from the next generation of professionals is the thought processes that's going to make the world what it's about to become, and being part of that and learning from that is a defining moment for me as a leader.

SG (04.28): Thank you so much and for your leadership for our younger generation. And third question is, how do you plan to build on the legacy of your predecessors while making your own mark?

SS (04.39): So what I see for INSOL international is that it is one of the most wonderful, resource rich organizations that exists in the cross-border restructuring and insolvency spaces. What I would like to see for INSOL is a greater understanding and clarity of what these many resources mean and how we can deploy that all over the world. And if I can bring to the cross-border restructuring and insolvency community, knowledge of the great resources this organization has and to help build a greater understanding of the cross-border practice, which is becoming more prominent than it has ever been before because of the way that the world is changing. I think that my legacy will be marked by being able to work within the context of this organization and to be able to extend the knowledge, resources with the passion and vision that I know that I will bring to the organization and to the world in being able to deploy the absolute marvelousness of the knowledge and intellectual and resources and opportunities that exist through the INSOL ecosystem.

SG (05.54): Yes, very much looking forward to it. And fourth question is, what role do members play in shaping the association's future? What do you think?

SS (06.04): Members are the lifeblood of the organization and the volunteers, and the passion that they bring to what we provide is both critical and magical. One of the great wonders that I've already experienced is the level and type of professional that's involved in INSOL, which bar none, is a differentiator for us. Some of the most storied, most important, most defining people in the industry are part of the INSOL community. And everywhere I look, I see. I see some of the biggest, best, most respected law firms, financial services firms, private equity firms, all desirous of playing a role in the INSOL conversation.

And the members of this organization, which are members that come from other associations who both contribute to it and how we provide value to those associations and its members, is this really awesome experience that the members who support us and help build what we are, then allow us to take that and then disperse it amongst the almost 50 Member Associations who comprise of our member community.

And so it's its members who are involved as the volunteers, its members who are our leaders, who are our board members. And then it's the member associations who we're bringing value, knowledge, expertise and resources through the INSOL ecosystem to be able to make those people more aware of the opportunities that exist in the cross-border environment, and then hopefully to engage them and for them to become active members within the INSOL community.

SG (07.53): Thank you so much. And last question is, since we are coming to the end of 2025, what excites you most about leading the world's largest insolvency community in the coming year 2026, and what is your vision for the industry's future evolution?

SS (08.09): My vision is to ensure that the professional community of the world understands that we are an organization that is an ecosystem of resources, that is collectively the most important, the most defining and the most impactful organization in the space that has the ability and will bring those resources to bear, to make the experience of those who engage in INSOL more meaningful, and to bring the knowledge and the resources that we have to our member associations to enrich the experience of those members who are now all touched by cross-border insolvency and restructuring practice the world over.

Add to that the wonderful relationships we have with the World Bank and UNCITRAL, and you have an organization that stands head and shoulders above any other organization, but is not competitive to any organization, but compatible. And as a complement to what every other organization does, we have the ability, and in the next year, you will see how we touch the world of every restructuring practitioner through every association. And as we complement what they do and bring the value of the INSOL resources to bear for their lives and their professional work. We too will become a greater

organization for what we can do to continue the advancement of this critically, critically important professional segment.

SG (09.36) Thank you so much. I'm really excited about the year ahead. So closing our discussions, I want to extend my heartfelt thanks to you, Scott, for sharing your insights and expertise. Thank you again and thank you to everyone for tuning in. We look forward to seeing you at our future events.

SS (09.53): And I look forward to hearing from anybody who listens to this podcast, and everybody who listens to this podcast to know that I am accessible and available. And most importantly, we are only a better organization for the input that we receive from the people who participate in all that we do and all the resources that we can share. So please reach out to me personally and let me hear from you about your thoughts and how we can make a greater INSOL, and how we can make a greater impact on the cross border insolvency and restructuring community worldwide. Thanks so much.

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