

Richard Stutely

Trusted adviser to founders,
CEOs and boards



Helping leaders navigate complexity, make better decisions and move from clarity to action.

OPENING

Why leaders get in touch

People often get in touch when they are facing situations such as these:

- A founder trying to scale a growing business.
- A CEO facing a significant decision or opportunity.
- A chairman or board looking for an independent perspective.
- An entrepreneur trying to turn an idea into reality.
- An organization that needs to move from planning to execution.
- A leader who wants a confidential sounding board before making a commitment.

Most engagements begin with a conversation rather than a proposal. Sometimes the value lies simply in helping a leader think aloud, test assumptions and identify what really matters.

PERSPECTIVE

What Richard brings

Richard's work is useful where decisions cross boundaries: strategy, finance, technology, governance, communication, people and execution.

CLARITY

Seeing what matters

Complex situations often hide simple priorities. Richard helps leaders separate the essential from the distracting.

JUDGEMENT

Testing the decision

An independent adviser can challenge assumptions, ask awkward questions and help leaders avoid avoidable mistakes.

EXECUTION

From plan to action

A good plan is valuable. Successful implementation is better. The real test is making the idea work.

PEOPLE

The human dimension

Customers, investors, employees and boards make decisions for reasons that are not always obvious from a spreadsheet.

HOW I WORK

A trusted adviser, not another consultant

Most leaders do not need another report, another framework or another layer of noise. What they often need is experienced perspective from someone who understands how organizations really work.

- A confidential sounding board for important decisions.
- A whole-system view across strategy, finance, operations, technology and people.
- A practical focus on action, not advisory theatre.
- Clear communication that helps others understand and support the opportunity.
- A willingness to look beyond the original brief when that is where the value lies.

Richard's role is not to take center stage. It is to help leaders see the bigger picture, make better decisions and achieve what matters most.

SELECTED VIGNETTES

From plan to platform

One of Richard's most rewarding assignments began with a request to help develop a new retail banking platform. The original engagement was intended to produce a business plan and implementation strategy. After reviewing the proposal, the bank's leadership asked a second question:

“Can you implement it?”

The assignment evolved into a multi-year implementation program involving technology, finance, recruitment, operations, international partnerships and product development. It later became a commercial technology platform with international potential.

The lesson was simple: a good plan is valuable; successful implementation is better; and the greatest opportunities often emerge when people are prepared to look beyond the original brief.

SELECTED VIGNETTES

Where the adviser adds value

The details differ by organization, but the pattern is often familiar: a leader faces complexity, the decision matters, and the next step is not yet clear.

SOUNDING BOARD

Testing ideas before they become commitments

Not every useful conversation begins as a formal assignment. Sometimes a leader simply needs independent judgement before choosing a direction.

TURNAROUND

Invited back

One turnaround engagement exceeded expectations sufficiently for the client to ask Richard to repeat the process in another organization.

CAPITAL

Helping ideas attract support

Investors, lenders and stakeholders are more likely to support opportunities they understand, trust and believe can be executed.

SELECTED VIGNETTES

Turning complexity into decisions

Richard's career has included government, banking, technology, entrepreneurship, publishing and international business. The settings differ. The work often comes back to clarity.

BEYOND THE BRIEF

Seeing the larger opportunity

A business plan for a mobile financial services initiative in Africa later became one of the continent's most successful mobile payment platforms.

BOARDROOM CLARITY

Making numbers useful

In senior meetings, the problem is rarely a shortage of data. More often it is that people do not share a clear understanding of what the numbers mean.

POLICY AND MARKETS

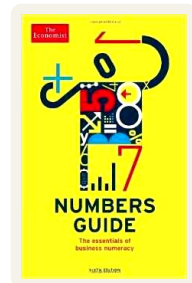
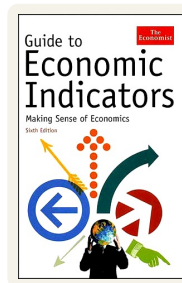
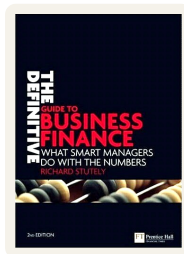
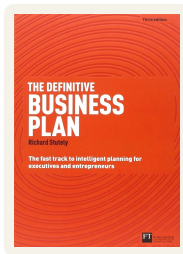
Explaining complexity

At HM Treasury and later as a Chief Economist, Richard learned that complex ideas only create value when people understand them.

Clarity in print

Richard is the author of internationally published business books on planning, finance, economics and numeracy. The common thread is the same as in his advisory work: making complex subjects understandable, practical and useful.

- Published by Financial Times / Prentice Hall, The Economist Books and Bloomberg Press.
- Used by entrepreneurs, executives, universities and MBA programs internationally.
- Built around practical clarity rather than jargon.



Writing as a tool for thinking

Richard has never viewed writing as simply a publishing activity. For him, writing is a way of organizing ideas, testing assumptions and creating clarity.

- Clear thinking.
- Logical structure.
- Effective communication.
- Practical application.
- Content that informs, influences and endures.

Whether the result is a business strategy, governance guide, board paper, investment memorandum, article or book, the underlying challenge is often the same: bring order to complexity.

WORKING PRINCIPLES

Simple ideas. Difficult work.

Clarity is not simplification.

Complex subjects should not be made simplistic, but they should be made understandable.

Good decisions are rarely accidents.

They usually come from better questions, clearer priorities and honest examination of risk.

Organizations are human systems.

Many business problems are people, communication, leadership or implementation problems in disguise.

Plans must survive contact with reality.

Strategy matters, but execution determines whether value is actually created.

CONVERSATION

A conversation rather than a pitch

Richard works with a limited number of organizations and individuals at any one time. This allows him to focus on engagements where he believes he can make a meaningful contribution.

A first conversation may lead nowhere. It may lead to a board appointment, an advisory relationship, a book or thought-leadership project, or a practical intervention around a specific opportunity or challenge.

The useful question is not whether Richard has a standard service to sell. It is whether he can help the leader see the situation more clearly and move forward with greater confidence.

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For initial inquiries, please use the dedicated website email address below.

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WEBSITE

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LINKEDIN

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United Kingdom & Asia. Working internationally.

CURRENT AVAILABILITY

Richard works selectively with founders, CEOs, entrepreneurs, investors and boards facing important decisions, significant opportunities or complex challenges. Most engagements begin with a conversation rather than a proposal.