THE PROBABILITY CRISIS

THE PROBABILITY CRISIS · 2026

An overview *of the practice.*

A short answer under each heading — what the business does, who it is for, and how an engagement works.

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BEFORE THE TWENTY-TWO

The practice, *in brief.*

This document answers a structured set of questions about the practice, in order — a short paragraph under each heading. Where a heading names something I do not sell, I say so plainly and name the nearest thing I do. That filter is part of the offer, not an aside.

1 Executive Summary

Companies get stuck: decisions drag for months, projects stall, suppliers overcharge, teams blame each other. My job is to find the one blocker holding the whole thing up and clear it with you — the stalled approval gets signed, the deal quietly bleeding margin gets fixed. You can point at what moved without me in the room: the only measure that counts. I work with big-business, mid-size and founder-led operations where cross-functional decisions keep slipping. I place senior help exactly where it is needed, for as long as the problem needs it. This document answers twenty-two headings in turn, so you can judge the fit on the substance rather than the pitch.

2 Professional Profile

Twenty-one years in big business: most of it inside big retail, where I worked across and inside many of the divisions, including as head of procurement; the rest across tobacco, food manufacturing, and management and systems consulting. In retail the latest portfolio I stewarded ran to R4.2B+ in indirect operating spend, with capital spend on top, year by year. That figure is the size of the room I am used to working in, not a number to admire. I am now fractional by design: the same senior judgment, offered to a small number of clients deeply rather than one employer exclusively.

3 Business Philosophy

A capital approval sits unsigned through its third resubmission, and everyone blames the paperwork. Usually one person will not own the no. That is a keystone: the small, precise spot where a single push moves the whole stuck thing, rather than a large programme that produces reports. Two disciplines sit under it. The honest landscape: every recommendation I bring arrives with its strongest counter-argument examined as hard as the recommendation, so you see the terrain and not just my preferred answer. And the filter — I will tell you when not to hire me. The name points forward, to a probability you can still change.

4 Core Consulting Services

Four, plainly. Fractional advisory: a thinking partner, and a pair of hands when you need one, on retainer through a hard stretch. Keystone diagnosis: a short, concentrated engagement to name what is actually stuck and what to do about it. Commercial negotiation support: senior weight in the room before a deal goes wrong. And independent tender and RFP running, as a genuinely neutral third party. Underneath all four are the four lenses: finding the one point where a small move unsticks the system, navigating the mess instead of pretending it is simple, using AI to see what the spreadsheets cannot, and designing the change so it holds after I leave.

5 Business Transformation Methodology

Four steps repeat in every engagement, whatever its shape. **First,** name the keystone precisely: most of the work, done before anything visible moves, because a keystone stated loosely is useless. **Second,** map the honest landscape: the real case for doing the opposite, argued fairly. **Third,** checkpoint both ways: short, candid reviews where you tell me where the read is wrong and I tell you where the plan is meeting resistance. **Then** ship movement, not reports: a supplier award that had slipped two quarters goes out the door with one owner and one date, and the deliverable is the thing that moved, not the deck about it.

6 Enterprise Risk & Crisis Management Framework

Not the headline service, but a real one. My core competence is understanding uncertainty and risk, and how to work with it; when a crisis is already in progress I can step in, steady it, and manage it back to ground. The primary work is preventive: making sure every material risk has a named owner rather than a paragraph, so problems surface while they are still small. When the event has already landed the same read holds: I stabilise the decision under pressure rather than run incident command as a fire crew would.

7 Strategic Planning Services

The commercial spine, not the whole plan. I do not write holistic business plans or run strategy retreats. What I plan is the commercial layer — pricing, supplier strategy, negotiation strategy, and the commercial models underneath a deal: where the money actually moves. That is the strategy work that decides whether a good plan makes money or leaks it, the price you should be holding, the supplier position you are giving away one concession at a time, the model that quietly favours the other side of the table. I set that spine straight; the broader business plan stays yours.

8 Operational Improvement Solutions

Improvement here comes through keystones, not programmes. I choose effectiveness over efficiency: the change that makes the right outcome happen, before the change that shaves a percent off a process that should not exist. The test is simple, movement the organisation can feel inside a quarter: a decision that took months now takes weeks, a deadlock that held a quarter breaks in a fortnight. For big business, a governance structure that used to be argued around is simply used.

9 Leadership & Executive Coaching

Coaching is not a primary service. If you have a specific need, let's shape it together. What is true and adjacent: the way I work is bilateral by design, so capability transfers as we go. The governance scaffolding, the decision structures, the way of naming a keystone: these are built to stay standing and keep working after I leave. Your people end up more able to do this themselves, which is the point; but that is a by-product of the work, not a coaching programme I would ask you to buy.

10 Governance and Compliance Services

A strong yes, in the one place I know deeply: procurement governance. Tender integrity and contestable scoring designs; declared-interest and recusal discipline; blind-evaluation hygiene so the process cannot be quietly steered; audit-trail honesty so a decision can be defended after the fact without being dressed up. Governance walks alongside the work from the first conversation — it is the enabling condition for value, never the tax on it. This is where years of running procurement at scale pay off most directly.

11 Business Continuity Planning

This is not a service I sell; I do not write BCP or disaster-recovery plans. The adjacent thing I do is supplier-continuity and renewal-risk work: the contract that auto-renews while nobody is watching, the renegotiation you are losing slowly one small concession at a time, the supplier relationship heading for a costly retender that could be rebalanced and preserved instead. Continuity of supply and of commercial terms: that I can protect. The broader continuity discipline belongs with a specialist.

> Of the headings above, two name things I simply do not sell: coaching and continuity planning. Two more I scope differently from a full-service firm, to the part I can actually do well. I would rather tell you plainly which is which.
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> **Honest note.** Where I am not the right call, I have said so and named the nearest thing I do. That discipline, telling you where the fit runs out, is part of what you would be engaging, not a gap in the offer. It is the same filter I apply inside the work: a good decision, not a defended one.

12 Decision Intelligence & Predictive Analytics

A supplier shows healthy top-line growth, and the question is whether the business underneath is actually solvent. I can read that from its numbers in an afternoon: financial forensics that separate fragile growth from hidden insolvency, plus scenario and probability work behind a hard call. This is a genuine strength, with one firm rule: the instruments serve judgment, they never replace it. Some of it runs as in-house working software I use for tender evaluation and due diligence, built for the work, not products for sale. There is also the Keystone Read, five questions answered client-side; nothing leaves your page.

13 Industry Sectors Served

By sector, not by client name: grocery retail at national scale, FMCG, tobacco, manufacturing, and management and systems consulting. The golden thread is complex, high-volume operations where indirect spend and cross-functional decisions are where value leaks. There is a natural adjacency to food manufacturing and to baking supply chains: the procurement, contracting, and decision problems rhyme closely with the ones I have spent years inside.

14 Typical Client Engagement Process

It starts with thirty minutes and no pitch. You bring the one thing that is stuck — not a brief, not a data room, the single situation you would most like to see move. Half an hour is enough to test whether the way I read the problem is useful to you, and it usually ends with the likely jam named plainly. From there the work takes one of three shapes: a diagnostic sprint of two to four weeks, a fractional cadence sized to the week in front of you, or focused negotiation support when a deal is live. It flexes to what is stuck, never to a retainer designed to be billed.

15 Key Differentiators

Five, honestly. The filter is the feature — I will tell you when not to hire me. Keystone precision over programme sprawl: the small right move, not the large expensive one. No firm to feed and no bench to bill, so the advice has no hidden incentive behind it. Working software behind the judgment, so the analysis is real, not theoretical. And the honest landscape: the counter-argument examined as hard as the recommendation. Together they are senior capability with nothing to sell you except the next thing that will actually move.

16 Technology & Analytical Frameworks

In plain terms: financial-forensics ratio engines that read the health of a business from its numbers; scenario and probability analysis for decisions with real uncertainty; evaluation-integrity scanners that test whether a scoring or tender design can be gamed; and AI-assisted document and data analysis for volume work. All of it is built for the engagements I run, and all of it sits behind a human judgment: an instrument on the bench, never the hand on the scalpel.

17 Business Value Proposition

Movement, not reports. The value is the decision signed, the award out, the date that finally holds — the thing that was stuck and now is not, which you can point at and describe without me in the room. A handsome document that changes nothing has failed, however good it looks: if nothing moved, it did not work, and I would rather that be visible than dressed up.

THE SAME VALUE, SIZED TO THE BUSINESS

Big business	Senior fractional capacity without adding headcount: decision governance, real buying power in procurement, resolving the cross-functional friction that stalls decisions, and an outside spine for the calls that keep slipping.
Mid-size & SMME	The same discipline, sized to the business: short, sharp engagements around the handful of decisions that actually move or protect cash.
Founder-led & smaller businesses	Direct work with the owner, who is usually both the bottleneck and the biggest asset: we find the keystone first, then unblock it together.

18 Return on Investment for Clients

I will not quote you an invented multiple — the honest answer is that value is verified case by case, with the working shown, because a number you cannot audit is just a claim. Engagements are priced to the size of what is stuck, not to a day-rate that has to be filled. And the first conversation costs nothing but candour, which is itself an ROI statement: you can test whether my read is useful before a rand changes hands.

19 Case Studies *(where available)*

The business the numbers said to walk away from. An owner-led company with two years of losses and cash almost gone, carrying a due-diligence verdict of 'do not engage.' But it held contracted demand the distress numbers had never priced. The framework rightly capped the valuation at liquidation; the contracted work changed the analysis, and the override was documented (with its conditions and its confidence penalty), not waved through. The owner left with ten pages he could use on Monday: five numbers, the hard-conversation scripts and the warning signs, not a hundred-page binder he would never open. Hard decisions were made, the contract was preserved, and the business was managed back to breakeven and beyond.

The margin leaking where nobody could point. Working alongside the CFO and the head of operations, we found where the money was actually escaping and left a punch-list they could act on, not a diagnosis to translate. The result was a more competitive position, and real pressure taken off tight margins.

A NOTE ON THE CASES

Both are real, told plainly with no logos or figures. Any composite illustrations on the site are labelled as such.

20 Strategic Assessment of the Business Model

Turning the lens on the practice itself, plainly: this is an early-stage fractional practice, by deliberate design. The moat is real — twenty-one years of pattern recognition across big business, the in-house instruments, and the honesty discipline that most firms cannot afford because they have a bench to bill. The obvious risk is a single practitioner, which I manage by scoping precisely and declining work that is not a fit. The ambition is not scale: it is a small number of concurrent clients served deeply.

21 Ways to Work Together

There are four ways in, and they scale to the problem rather than the calendar. A diagnostic sprint: a short, concentrated read to name what is actually stuck and what to do about it. A fractional cadence: senior judgment on retainer, sized to the week in front of you rather than a fixed programme, through a hard stretch. Focused commercial and negotiation support: weight in the room when a deal is live and the terms still matter. And independent tender and RFP running, as a genuinely neutral third party with no stake in who wins. None of it needs to start large, and none of it needs to start today. The first conversation is thirty minutes, no pitch, on the one thing you would most like to see move.

22 Executive Conclusion

If one thing stays with you, let it be this: the value comes before the method. The proof is what moves when the room clears, not the framework it arrives in. The door is always the same — thirty minutes, no pitch, on the one thing you would most like to see move. A single next step, if you want one, is a short conversation, or the Keystone Read at probabilitycrisis.com. Either way, the first move is small.

"I find the one spot where a small push gets the whole thing moving — then push there with you."

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