FOUNDER STORY

A narrative of responsibility, judgment and service

A Founder Story About Widening Responsibility

A professional life is easy to summarize through job titles, projects and technical disciplines. It is harder—and more useful—to explain what those experiences taught, why the lessons endured, and how they shape the judgment someone brings to the next decision. This is the purpose of the founder story behind Ubique Advisory.

For Cory WJ Sutherland, the central theme has been a widening radius of responsibility: from doing demanding work well, to understanding the systems around it, to leading people and organizations, and ultimately to helping others make sound decisions for themselves. Each stage brought a different kind of accountability. The thread connecting them is service, disciplined effort, and a belief that progress must be earned rather than merely promised.

Early hands-on work, military service and the guidance of people who expected both humility and initiative provided a practical foundation. Listen first. Take responsibility for the work in front of you. Ask what needs to be done, even when the answer is uncomfortable. These lessons were not a shortcut to later opportunities; they became a way to approach them.

Learning to See the Whole System

Technical work rewards precision. In industrial environments, however, a correct calculation or a sound inspection is only part of a reliable outcome. Decisions pass through operating practices, maintenance priorities, data quality, leadership attention, commercial commitments and the people expected to act on the result.

Over time, experience across asset integrity, reliability, operations, industrial technology and business leadership made those interfaces increasingly important. The question broadened from whether an individual answer was technically defensible to whether the organization could understand it, own it and follow through.

The habit that emerged is to examine the whole system without losing respect for its details: what is known, what is assumed, where handoffs are weak, who holds decision authority and what happens after the recommendation leaves the room.

Culture Is Not a Soft Variable

Culture becomes visible in ordinary decisions. It shows in whether people raise concerns early, whether difficult facts are welcome, whether commitments mean something, and whether leaders accept the same accountability they expect of others.

Senior roles reinforced that operating performance cannot be separated from how an organization behaves. Structure, process and technology matter, but none can compensate indefinitely for unclear ownership or a reluctance to confront reality. Conversely, capable teams do better work when expectations are understandable, experience is respected and constructive challenge is safe.

The practical objective is not consensus at any price. It is an environment where evidence can be examined, decisions can be made, and people can move forward together with clarity.

Developing People, Not Dependence

Some of the most consequential work in a career is difficult to capture in a résumé: helping someone think independently, giving a less-experienced colleague room to grow, or supporting a leader through a decision they ultimately must own.

Cory's approach to mentoring has developed around listening, thoughtful questions, direct feedback and accountability. A useful adviser does not need to be the center of every subsequent decision. The stronger result is a person or team that can reason more clearly, recognize trade-offs and act with greater confidence after the conversation ends.

That is also a test of the advice itself. If a recommendation only works while its author remains present, the underlying understanding or ownership may still be incomplete.

From Technical Expert to Trusted Adviser

Technical credibility can open a discussion. Trust is earned differently: through candor about what is known and unknown, a willingness to challenge assumptions, respect for the client's responsibility and consistent follow-through.

The progression from specialist assignments to operational and executive leadership expanded the questions that mattered. A technical problem might also be a governance problem. A proposed acquisition might depend on the operating model, leadership capacity or key-person risk. A technology program might succeed or fail at the point where people, process and information meet.

Across those contexts, the method is deliberately practical: listen carefully, define the real question, test assumptions, distinguish facts from hypotheses, and recommend an appropriate next step. The objective is informed judgment—not complexity for its own sake.

Why Ubique Exists

Ubique Advisory offers a focused home for an approach developed over decades of technical practice, independent consulting, leadership and service. The common thread is disciplined judgment: listen first, understand the real problem, test assumptions, respect the people affected, and follow through. These lessons reflect Cory's experience across many roles and organizations. Today, Ubique brings that accumulated perspective to clients facing consequential decisions where clarity and accountability matter.

Ubique is intended for situations where an owner, executive, investor, counsel or professional needs an experienced, independent perspective on a consequential question. That might involve a complex technical matter, business or operating performance, transaction readiness, an organizational decision, or the next chapter of a career.

The common requirement is not a particular industry label or a prescribed solution. It is a willingness to look at evidence, confront trade-offs, make decisions and accept the effort needed to follow through. Fit must be mutual. Not every situation calls for Ubique, and not every relationship should become an engagement.

What Working With Cory Is Intended to Feel Like

The starting point should be a conversation, not a prepackaged answer. Clients should expect attentive listening, direct questions, thoughtful challenge and clear distinctions between professional opinion, documented evidence and matters requiring a different qualified adviser.

The work should be proportionate to the decision. It should make complexity more understandable without pretending that difficult work is easy. It should respect confidentiality, preserve the client's agency and avoid creating unnecessary dependence on the adviser.

The aspiration is to leave people with greater clarity about their choices, responsibilities and next practical steps. An engagement is worthwhile when it advances the client's ability to act—not merely when it produces another document.

The Through-Line

From early work and service through specialist, operating and executive responsibilities, the pattern has remained consistent: learn the work, understand the people, widen the field of view, accept accountability and keep moving forward.

That is the foundation of Ubique Advisory. It is not a promise of certainty or a substitute for the client's judgment. It is an invitation to work with someone who values rigor, candor, independence and the discipline of turning insight into responsible action.

Always. Drive. Forward.