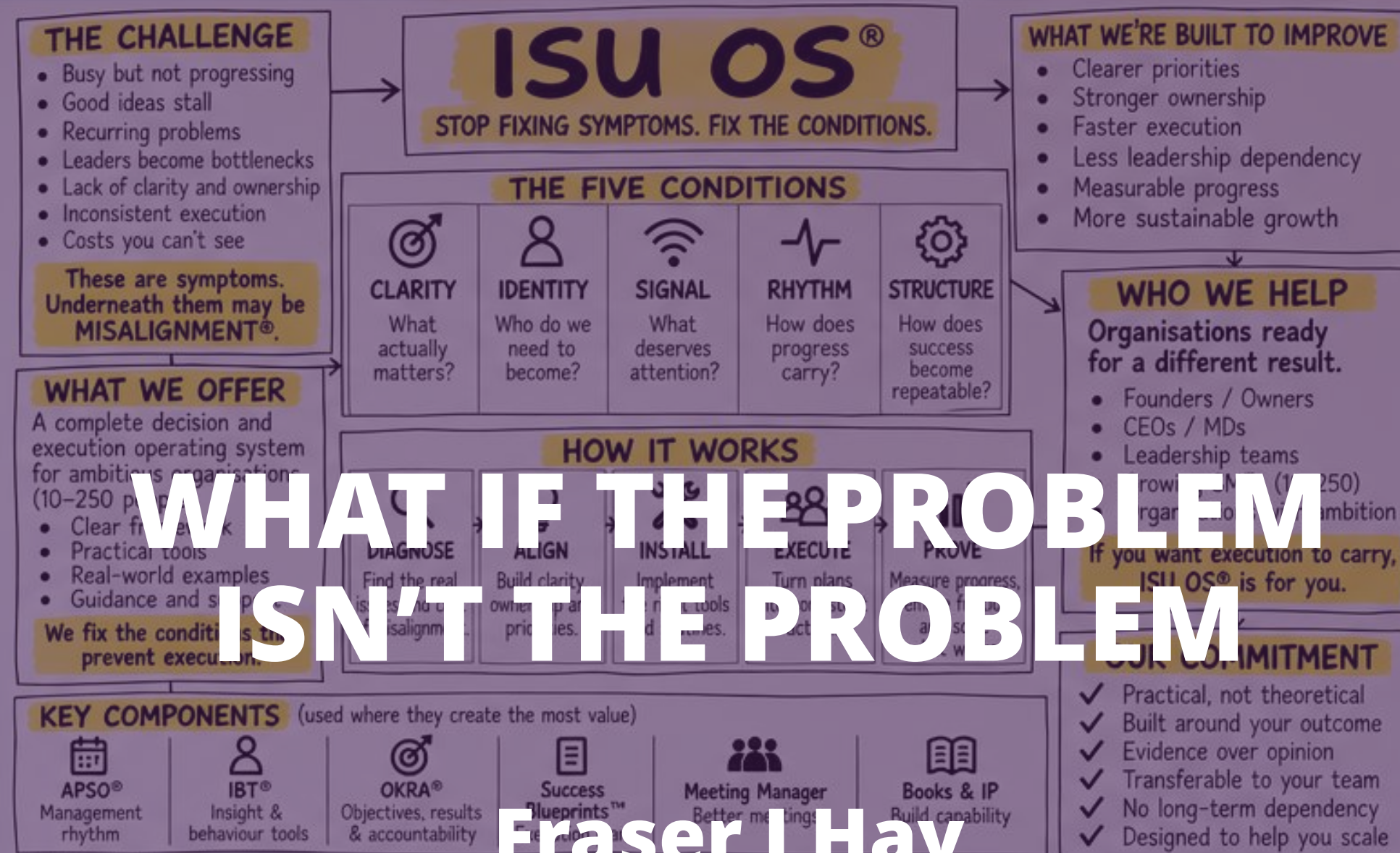




WHAT IF THE PROBLEM ISN'T THE PROBLEM

Fraser J Hay

Keynote Speaker Kit 2026-27

Better Decisions. Better Execution. Better Outcomes.

A Word of Caution

I don't want your audience leaving saying,
“That was inspiring.”

I want them leaving **unable to see the problem the same way again.**

Fraser isn't there to make an audience comfortable.

Not because he shouts.

Because he asks the questions we've become very good at avoiding.

What if the problem isn't the problem?

What if your best people are hiding your weakest systems?

What if being indispensable is evidence of dependency?

What if growth is making the problem bigger?

What if AI is helping you make bad decisions faster?

Fraser doesn't tell audiences what to think.

He challenges what they've stopped questioning.

Then offers a way to do something about it.

Fraser J. Hay

Founder | itstacksup.com

“

I don't want your audience leaving saying, ‘That was inspiring.’

I want them leaving unable to see the problem the same way again.

What if the problem isn't the problem?

Sales struggling?
People underperforming?
Decisions slowing?
Execution drifting?
AI not delivering what you want?
We naturally fix what we can see.
But what if the thing we're fixing is only the symptom?

That question sits underneath everything Fraser does.

Stakeholder		Primary value
	Individuals / Entrepreneurs	Know what to do next
	Leaders	Better decisions
	Organisations	Better execution
	Support agencies	Better navigation
	Investors / Funders	Better evidence

MOST SOLUTIONS FIX SYMPTOMS. FRASER MAKES PEOPLE LOOK UNDERNEATH THEM.



Conditions Determine Outcomes

Before execution.

Before performance.

Before growth.

Before AI.

There are conditions determining what happens next.

CLARITY

What actually matters?

IDENTITY

Who do we need to become?

SIGNAL

What deserves attention?

RHYTHM

How does progress carry?

STRUCTURE

How does success become repeatable?



**YOU CAN CHANGE THE PEOPLE. CHANGE THE PROCESS. CHANGE THE TECHNOLOGY.
BUT IF THE CONDITIONS DON'T CHANGE, WHY SHOULD THE OUTCOME?**

Your Best People May Be Hiding Your Weakest Systems

A capable person sees a gap.
So they step in.
They fix it.
Carry it.
Remember it.
Chase it.
Make the decision.
Keep things moving.
And because the work gets done,
the organisation assumes the system works.
It may not.
The person may simply be compensating for it.
Over time, exceptional effort becomes expected behaviour.

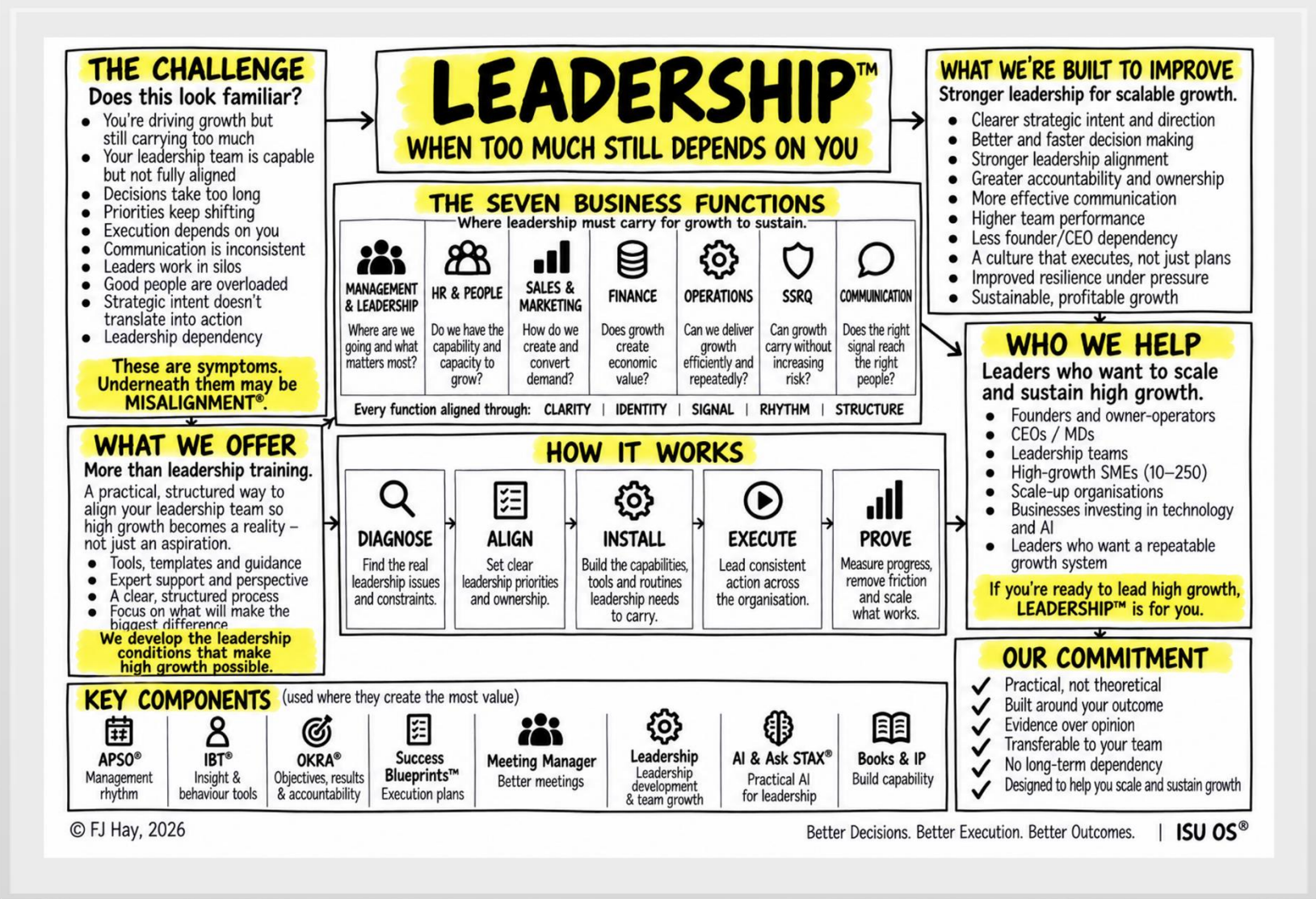


HUMAN COMPENSATION GETS MISTAKEN FOR ORGANISATIONAL CAPABILITY.

What if Being Indispensable is the Problem?

At first, being needed feels like leadership.
People ask. You answer.
Problems appear. You solve them.
Decisions stall. You make them.
Customers need reassurance. You step in.
And because it works, everyone learns to come back to you.
INCLUDING YOU.
Eventually, the leader becomes the shortcut the organisation built itself around.
You call it responsibility.

The organisation experiences it as dependency.



IF EVERYTHING STILL COMES BACK TO YOU, SOMETHING ISN'T CARRYING.

AI Won't Fix Misalignment

AI can make you faster.
But faster isn't necessarily better.
If the goal is unclear, AI scales ambiguity.
If the information is poor, AI amplifies noise.
If the thinking is weak, AI accelerates weak thinking.
And if the organisation is misaligned,
better technology can simply make the misalignment move faster.

The question isn't simply:

"How do we use more AI?"

It's:

"What exactly are we asking AI to amplify?"

AI DOESN'T REPLACE YOUR THINKING. IT AMPLIFIES WHAT YOU GIVE IT.



Every Keynote Can Be Built Around 3 Things.

SEE IT.

Recognise the misalignment hiding in plain sight.

QUESTION IT.

Challenge the assumptions keeping it there.

CHANGE IT.

Leave with practical ways to create different conditions.



DON'T JUST INSPIRE THE ROOM. CHANGE THE QUESTIONS IT TAKES BACK TO WORK.

Three Keynote Territories: One Uncomfortable Question

Fraser’s keynotes can be tailored to the audience, sector and challenge, while drawing from three core territories.

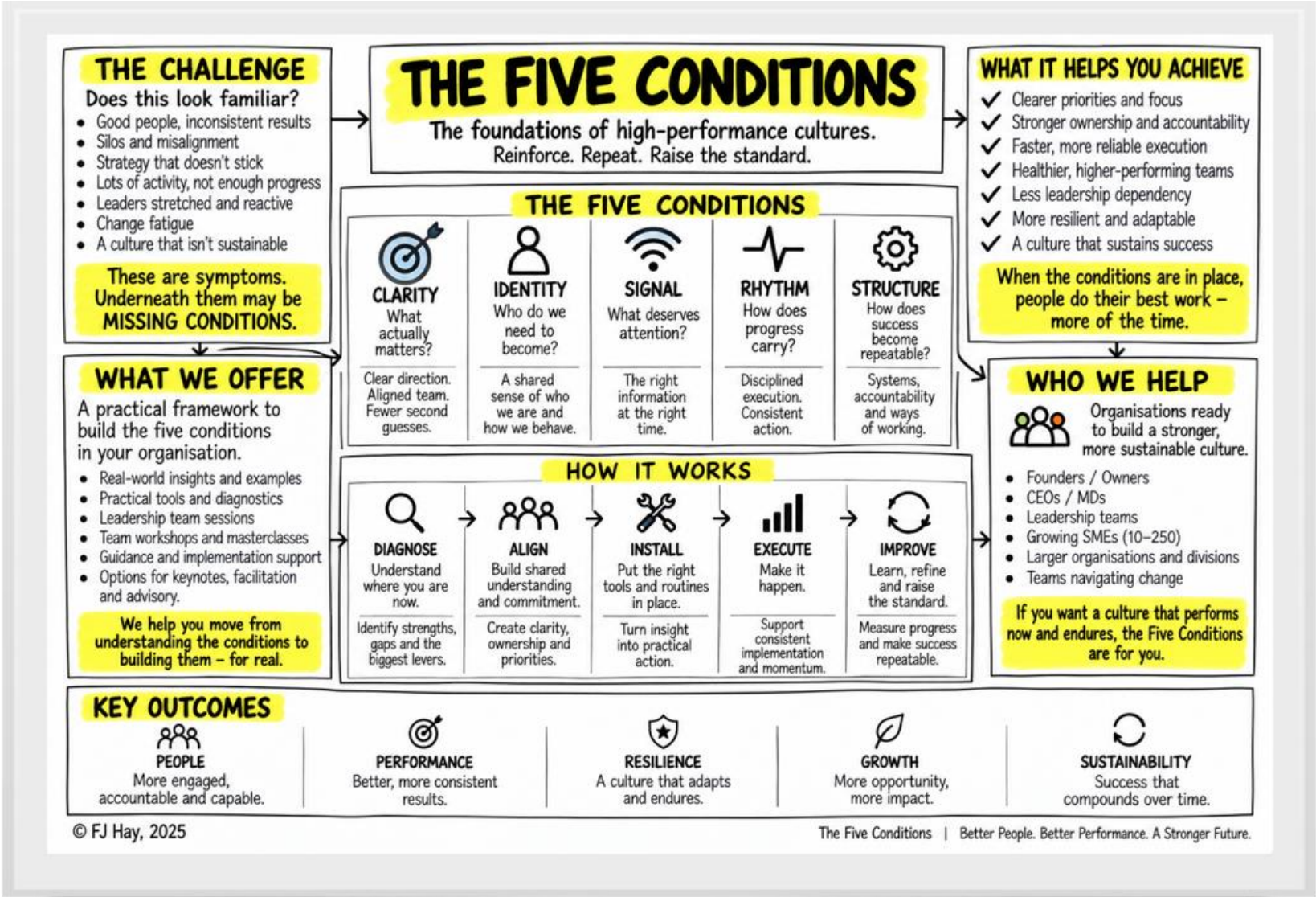
1. WHAT IF THE PROBLEM ISN'T THE PROBLEM?

Stop fixing symptoms. Fix the conditions.

Why organisations keep solving recurring problems without changing what creates them.

Audience leaves asking:

What are we repeatedly fixing that we should be diagnosing?



DIFFERENT AUDIENCES. DIFFERENT CHALLENGES. SAME UNDERLYING CONDITIONS.

Three Keynote Territories : One Uncomfortable Question

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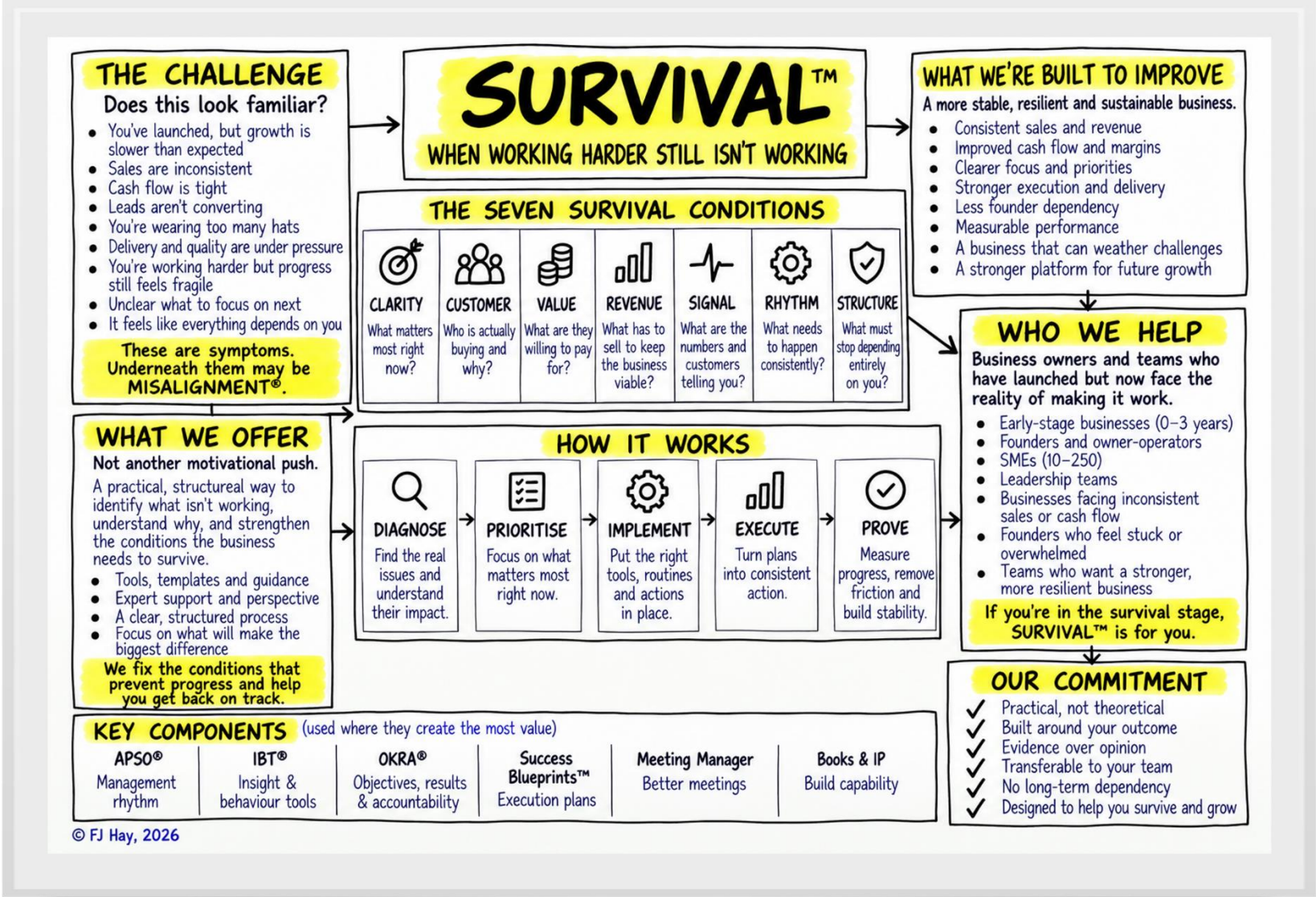
2. WHEN LEADERSHIP BECOMES DEPENDENCY

If everything still comes back to you, something isn’t carrying.

How capable founders and leaders can accidentally become the infrastructure their organisation should have built.

Audience leaves asking:

What stops working when I stop carrying it?



DIFFERENT AUDIENCES. DIFFERENT CHALLENGES. SAME UNDERLYING CONDITIONS.

Three Keynote Territories : One Uncomfortable Question

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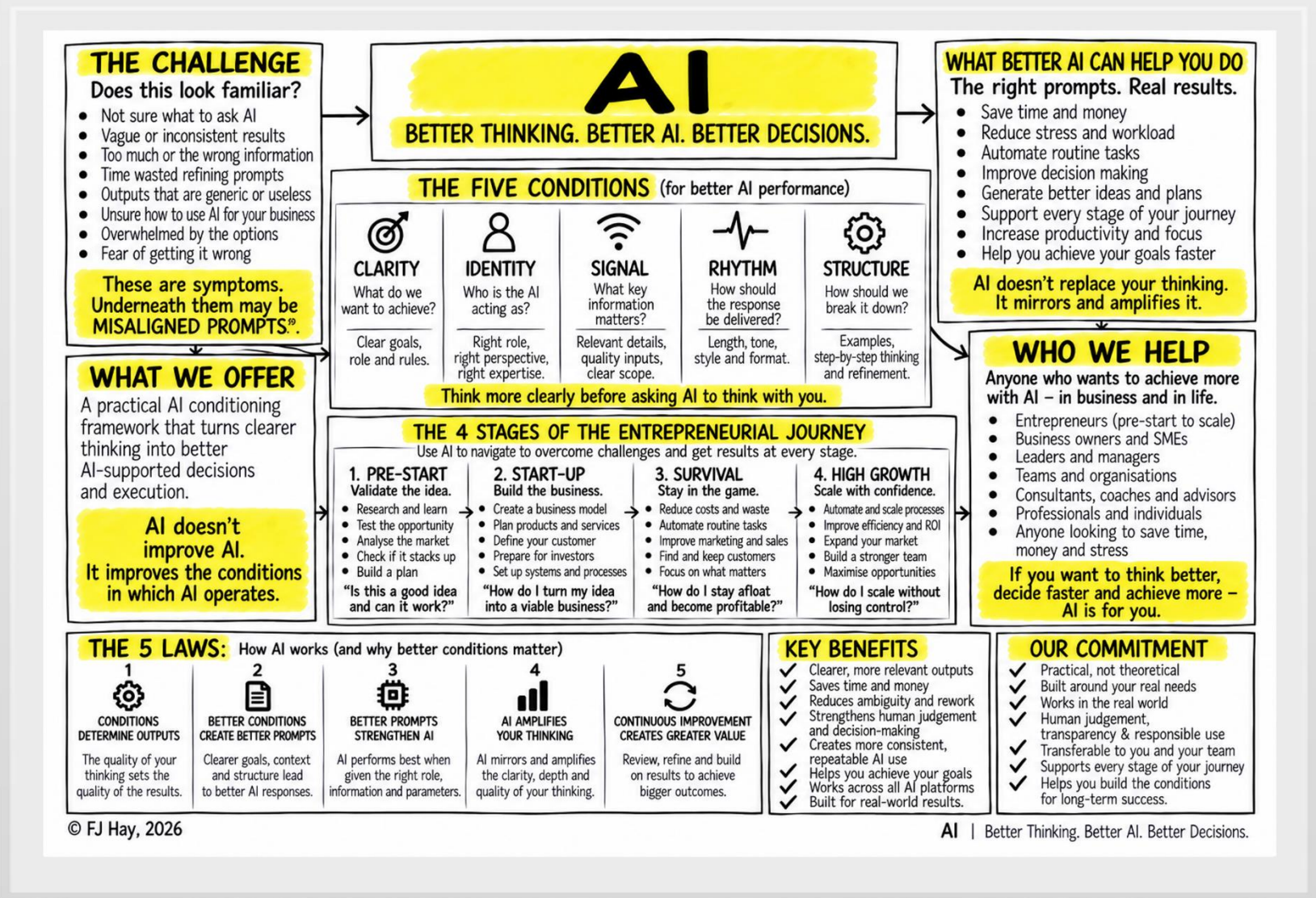
3. AI WON’T FIX MISALIGNMENT

Better technology can help you make the wrong decisions faster.

Why AI amplifies the conditions already surrounding it, and why human judgement and execution matter more, not less, in the AI era.

Audience leaves asking:

What exactly are we asking AI to amplify?



DIFFERENT AUDIENCES. DIFFERENT CHALLENGES. SAME UNDERLYING CONDITIONS.

Meet Fraser Hay

For more than 30 years, Fraser has worked with individuals, entrepreneurs, leaders and organisations navigating change, growth, uncertainty and pressure.

He's built businesses. Won entrepreneurial awards. Written 20+ books. Spoken and worked across four continents. Delivered a TEDx talk.

And spent decades turning recurring human and organisational problems into practical tools, questions and frameworks.

But one question kept appearing:
why do capable people know what to do,
yet still struggle to move forward?

That question eventually became ISU OS®.



WHEN THE SAME PROBLEMS KEEP APPEARING, MAYBE THE PROBLEM ISN'T THE PROBLEM.

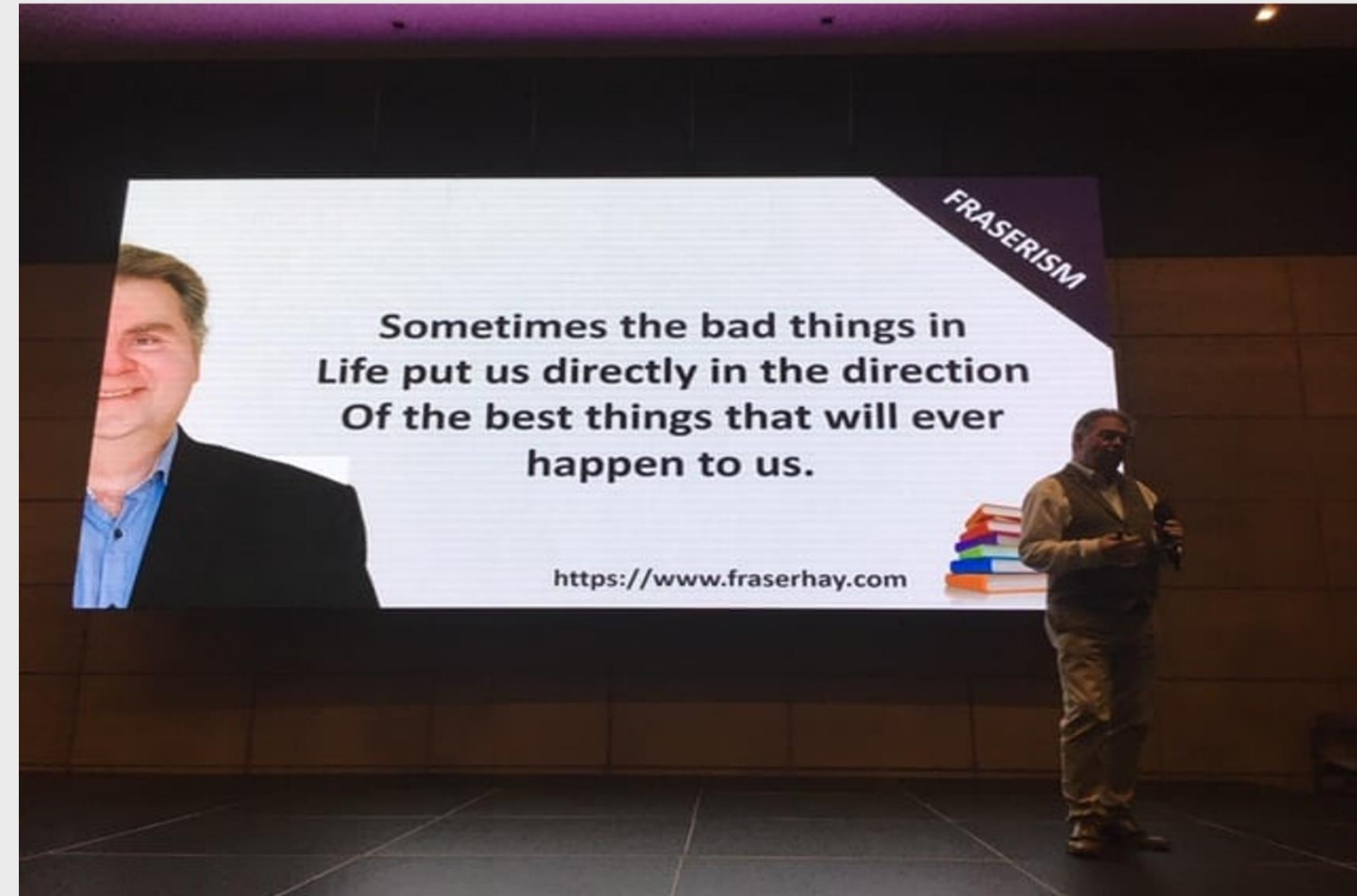
This Isn't Theory He Learned to Teach

For more than 30 years, Fraser has spoken about uncertainty, setbacks, reinvention and what happens when life doesn't follow the plan.

**He's built. Lost. Won. Failed.
Recovered. Reinvented. Started again.**

Then, in 2026, the thinking became personal.

**The conditions changed.
The principles didn't.**



2026 DIDN'T GIVE FRASER A NEW METHODOLOGY. IT MADE HIM LIVE THE ONE HE'D ALREADY CREATED.

One System, Many Places to Enter.

Fraser's keynotes draw from **more than 30 years of thinking, experience and practical work.**

LIFE & CAREER

Identity, meaningful work and reinvention.

ENTREPRENEURSHIP

Pre-Start → Start-Up → Survival → High Growth.

LEADERSHIP & ORGANISATIONS

Clarity, dependency, ownership and execution.

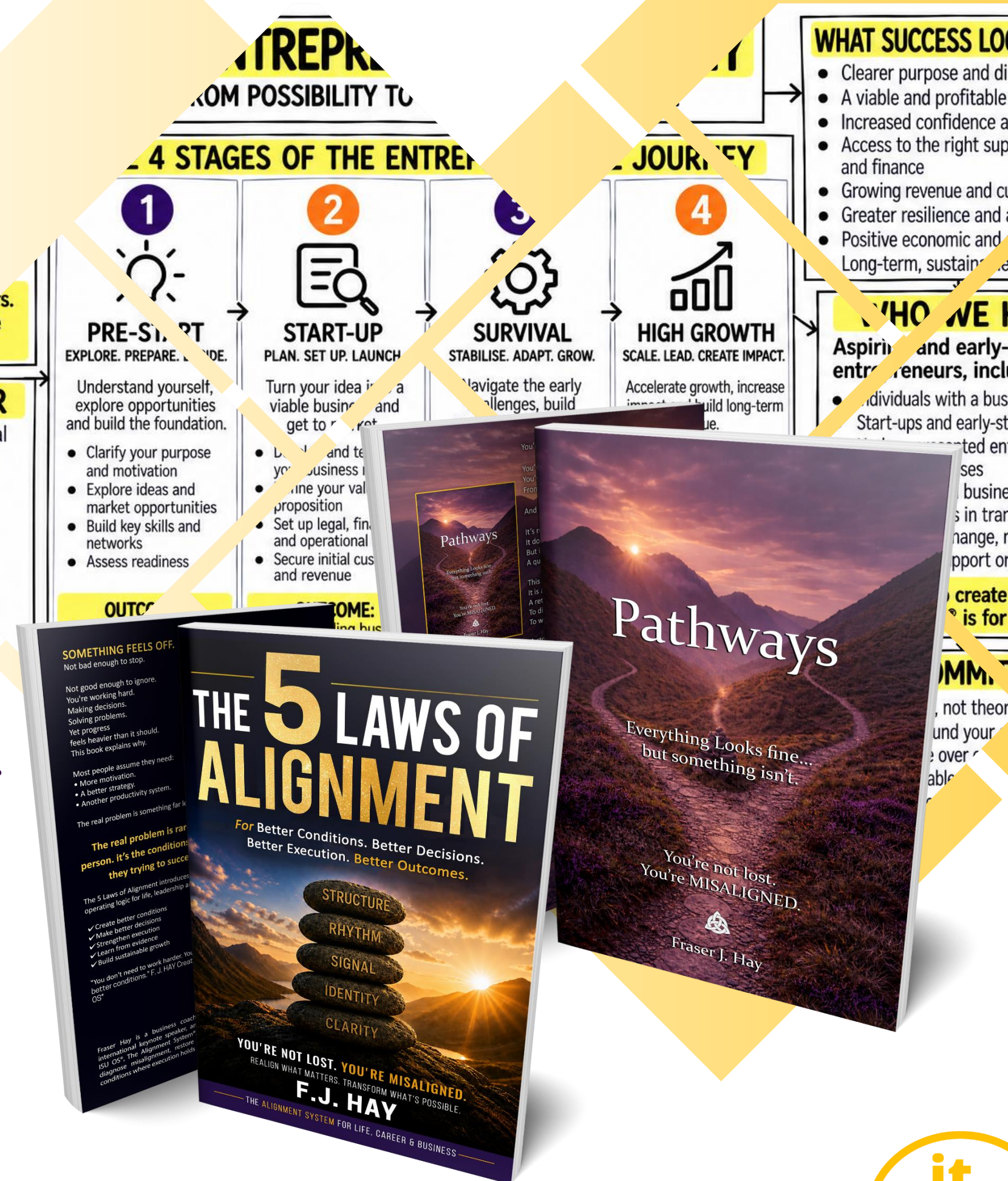
AI & TECHNOLOGY

Better thinking, better questions and better AI-supported decisions.

DIFFERENT ENTRY POINTS. ONE BODY OF THINKING.

CONNECTED THROUGH ISU OS® | THE ALIGNMENT SYSTEM®

THE CHALLENGE MAY CHANGE. THE CONDITIONS UNDERNEATH IT DON'T.



Built. Documented. Protected.

This isn't a keynote with a framework attached. It's a keynote drawing from a documented body of thinking developed over decades.

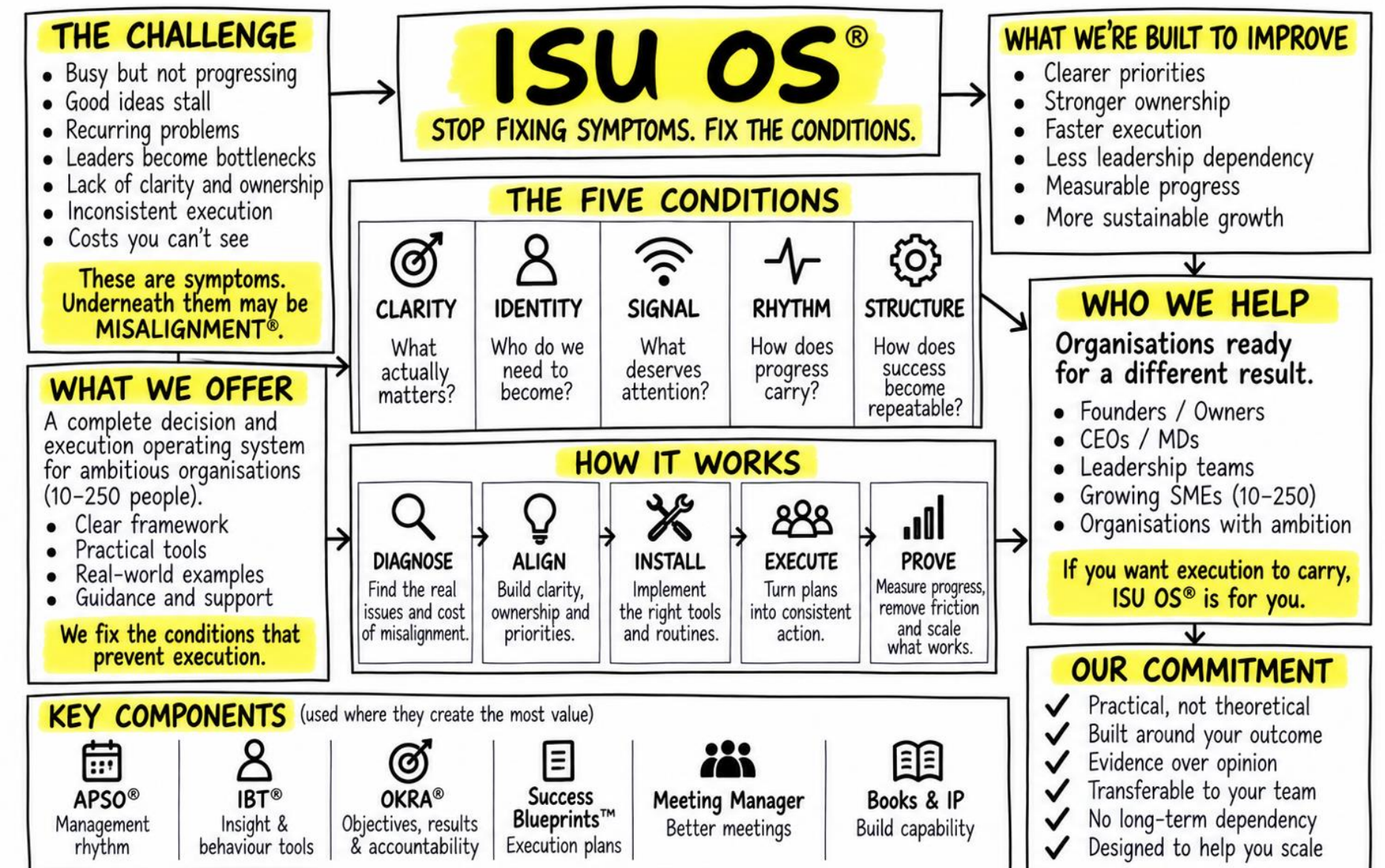
**20+ BOOKS • ISU OS® • THE ALIGNMENT SYSTEM®
THE FIVE CONDITIONS • THE FIVE LAWS OF
ALIGNMENT® • NAVIGATION MAPS • DIAGNOSTICS
& EXECUTION TOOLS • AI THINKING & DECISION TOOLS**

The audience doesn't need to understand all of it.

**THEY JUST NEED TO KNOW THERE'S SOMETHING
SUBSTANTIAL UNDERNEATH THE STAGE.**

THE SPEAKER LEAVES. THE THINKING SHOULDN'T.

Previous online learning audiences have included participants from organisations such as those shown.



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© Fraser J Hay, 2026

Experience That Travels

From boardrooms to ballrooms. From founders to front-line teams.

Fraser has spoken, taught, facilitated and contributed across four continents.

His audiences have included:

Founders & Entrepreneurs

Leadership Teams & Boards

Corporate Employees

Students & Emerging Talent

Investors & Stakeholders

Conference & Association Audiences

On stage. Online. In workshops. In conversations.



DIFFERENT ROOMS. SAME JOB: MAKE PEOPLE THINK.

More Than a Keynote

A keynote can stand alone. Or it can become the starting point for a deeper conversation.

KEYNOTES & Q&A

Challenge the room and open the conversation.

HOSTING, MODERATION & PANELS

Keep ideas, people and discussion moving.

MASTERCLASSES & BREAKOUTS

Take the thinking deeper.

LEADERSHIP SESSIONS

Turn recognition into organisational action.

ISU OS® EXPERIENCES

Connect insight to structured execution.



START WITH THE KEYNOTE. LET THE THINKING CARRY.

Your Audience. Your Challenge. The Right Question.

Fraser doesn't deliver canned keynotes. Every engagement begins with the people in the room.

Who are they?

What are they experiencing?

What does the event need to achieve?

What conversation is already happening?

What might nobody be questioning yet?

From there, Fraser shapes the keynote around your audience, drawing from his established stories, thinking, tools and ISU OS®.

WHAT DOES YOUR AUDIENCE NEED TO SEE?

RELEVANT TO THE ROOM. GROUNDED IN THE SYSTEM.



What to Expect From Fraser

BEFORE

A conversation about your audience, your event and what matters most.

TOGETHER

Identify the question worth putting into the room.

ON THE DAY

A provocative, practical and highly human keynote shaped around your audience.

AFTER

People leave with new questions, useful language and practical thinking they can take back into their world.



SIMPLE TO BOOK. HARD TO FORGET.

See Fraser In The Room

Provocative enough to challenge the room. practical enough to change what happens after it.



Click The Image

THE APPLAUSE FADES. THE THINKING SHOULD CARRY.



What Does Your Audience Need to See Differently

If you want your audience to leave with more than inspiration, start with the problem, challenge or conversation you want them to take back to work.

FRASER J HAY

Keynote Speaker | Author | Entrepreneur
Creator of ISU OS® | The Alignment System®

**Better Decisions. Better Execution.
Better Outcomes.**

BOOK FRASER FOR YOUR NEXT EVENT

DON'T JUST CHANGE WHAT THEY KNOW. CHANGE WHAT THEY NOTICE.



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