



# SENIOR ADVISORY

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*Pre-commitment architecture.*

For decisions you don't get to be wrong twice.

## T H E M O M E N T

# The room is not aligned. The commitment is approaching.

*Senior Advisory engagements share a common shape. A C-suite leader recognizes that a high-stakes commitment is about to land — and that the conditions for landing it well are not yet in place.*

## T H E S T A K E S

## Expensive to reverse.

A platform choice. A vendor commitment. A modernization sequence. A merger integration plan. The kind of decision where the cost of being wrong is measured in years and tens of millions, not quarters.

## T H E R O O M

## Misaligned but moving.

Executives, technologists, partners — each holding a different piece of the picture, each pulling in a different direction. The decision is approaching anyway. Momentum is the loudest signal in the room.

## T H E G A P

## No one is doing pre-commitment.

Plenty of people will execute once the decision is made. Plenty of people will tell you you should have done it differently after. Almost no one specializes in the work that happens just before the commitment becomes irreversible.

## T H E P R A C T I C E

# Pre-commitment architecture.

*Three things, in three different proportions per engagement, against the same kind of moment.*

**C O N V E N E**

## Get the room aligned.

Executives. Technologists. Vendors. Partners. The people whose alignment determines whether the commitment lands. Convening is not facilitation — it's structural alignment work, on the record, with a documented outcome.

**R E C E I P T S**

*Five-company consortium. \$4B portfolio. Five chief engineers across competing firms producing one technical strategy.*

**F R A M E**

## Make the decision legible.

Most decisions are unclear because the question is unclear. Framing is the work of articulating what the decision actually is — what's being committed to, what's not, what conditions success, what the reversibility profile looks like.

**R E C E I P T S**

*Twenty-seven years across defense, intelligence, and commercial. Pre-capture across \$11B of market space.*

**S H A P E**

## Improve the decision's quality.

Once aligned and framed, the decision can be shaped — alternatives surfaced that weren't visible, sequencing reordered, dependencies named, downside cases pressure-tested. The objective is a better commitment, not a faster one.

**R E C E I P T S**

*Advisor to three sector CTOs at a Fortune 500 corporation (~\$17B revenue). \$303M Network Manager award. \$70M+ in prior contract wins.*

**B O T T O M L I N E**

*Convening + framing + shaping. Different mix per engagement. Same outcome: a better commitment, made on time.*

## T H E R E C E I P T S

# Twenty-seven years where the room had to be right.

*Specific receipts from specific environments. Defense, intelligence, commercial. Pre-commitment work across some of the most consequential acquisition decisions a Fortune 500 corporation (~\$17B revenue) makes.*

## \$4B+

### A B M S C O N S O R T I U M

Chief Engineer of the ABMS Digital Infrastructure Consortium. One of five chief engineers across a five-company group.

## Three

### S E C T O R C T O S

Direct advisor to three sector CTOs: Homeland, Commercial & International, Defense. All at Leidos, a Fortune 500 corporation (~\$17B revenue).

## \$303M

### N E T W O R K M A N A G E R

Acquisition strategy directly supported a \$303M award. Prior wins of \$70M+ from the same pre-commitment work.

## \$11B

### M A R K E T S P A C E

Corporate evangelist for digital modernization across \$11B of addressable Leidos market space.

## \$3M

### I R A D P R O G R A M

Principal Investigator on a \$3M heavily-matrixed IRAD program delivering next-generation digital infrastructure.

## TS/SCI

### C I P O L Y

Cleared at the level required for the work. USAF Cryptologic Korean Linguist origins. Defense Language Institute.

### B O T T O M L I N E

*The receipts are specific. The work was pre-commitment. The lesson productized into Wolfberg LLC.*

T H E P H I L O S O P H Y

# Build for the day it's depended on.

Not the day it's reviewed.

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*Convene before consensus is comfortable.*

*Frame before the question is settled.*

*Shape before the commitment becomes irreversible.*

Pre-commitment is the work most people skip. It is the work that matters most.

## T H E E N G A G E M E N T S H A P E

# Three shapes. One discipline.

*Engagement scale follows the decision's reversibility profile. Higher stakes, slower reversal, deeper engagement — but always upstream of commitment, never downstream.*

**T H E D I A G N O S T I C**

A focused engagement on one decision.

**DURATION** 2 – 6 weeks

**SIZING** By conversation

One commitment, one room, one set of stakeholders. Convening, framing, and a documented decision package. Used when the decision is named and the window is short.

**T H E E N G A G E M E N T**

A multi-decision pre-commitment cycle.

**DURATION** 3 – 6 months

**SIZING** By conversation

A sequence of related commitments — a platform choice, a vendor strategy, a sequencing plan. Convening recurring, framing across decisions, shaping each one as it surfaces.

**T H E R E T A I N E R**

Standing pre-commitment availability.

**DURATION** 12-month term

**SIZING** By conversation

For organizations that face a continuous stream of high-stakes commitments. The advisor is on call for the rooms that matter, with depth on the architecture, the politics, and the technical substrate underneath.

## W H O E N G A G E S

# C-suite. Direct. Always warm-introduced.

*Engagement is not a procurement event. It is a senior-to-senior conversation that starts with someone you already trust pointing the door.*

## D E F E N S E / I N T E L

## Sector executive at a prime.

*"A major capture is approaching, the technical architecture is contested across our partners, and the room needs to be aligned before the proposal goes in."*

CTO, sector lead, or capture director. Mission-grade reversibility profile. Engagement runs through cleared channels where required.

## C O M M E R C I A L / F I N A N C I A L

## C-suite at a \$1B+ commercial org.

*"We're about to commit to a platform decision, an integration plan, or a modernization sequence that will shape five years of operations."*

CEO, COO, or CTO directly. Decision is at the executive level. Engagement opens at the executive level and stays there.

## P E / P O R T F O L I O

## Operating Partner at a sponsor.

*"A portfolio company is facing a make-or-break technical decision. We need pre-commitment architecture, not post-mortem."*

Operating Partner, Senior Advisor, or principal at a sponsor. The advisor works the portfolio company under sponsor mandate.

## B O T T O M L I N E

*All engagements through warm introduction. No cold outreach. No proposal-shop motion. Senior-to-senior, always.*

## T H E O U T C O M E

# What you leave the engagement with.

*Senior advisory engagements produce specific, durable artifacts — not slide decks. The work makes the decision better. The artifacts hold the work in place.*

## T H E D E C I S I O N P A C K A G E

## A documented, defensible commitment.

- The articulated question — what is actually being committed to
- The stakeholder map — who needs to be aligned and why
- The alternatives surfaced — including the ones not visible at kickoff
- The sequencing plan — what depends on what, in what order
- The reversibility profile — what's recoverable and what is not

## T H E A L I G N E D R O O M

## Stakeholders moving in one direction.

- Executives on the same page about what's being committed to
- Technologists on the same page about the architectural shape
- Partners on the same page about the boundaries of their role
- Disagreements named explicitly and resolved on the record
- The decision lands on time, with the room behind it

## T H E L A N D S C A P E

# Same room. Different time. Different deliverable.

*Wolfberg operates in the space upstream of execution — before commitments become irreversible. Most other senior advisory work shows up after the decision is made.*

## P O S T - C O M M I T M E N T

## Post-commitment execution.

*McKinsey, BCG, Deloitte, Accenture. Big strategy + Big-4.*

The work starts after the strategic decision is made. The discipline is project management against a known plan. The deliverable is implementation against scope.

## P O S T - M O R T E M

## Post-mortem analysis.

*Boutique advisory shops. Recovery specialists. Turnaround firms.*

The work starts after the decision goes wrong. The discipline is forensic — what happened, what to do next. The deliverable is a recovery path.

## P R E - C O M M I T M E N T

## Pre-commitment architecture.

*Wolfberg Senior Advisory. Few others, by category construction.*

The work starts before the commitment becomes irreversible. The discipline is decision architecture — what to commit to, in what order, against what reversibility profile. The deliverable is a decision package and a defended sequence.

## I N S I D E W O L F B E R G

# The wedge. The doorway.

*Senior Advisory is the substrate the model grew from — and the wedge that opens the executive door. Curriculum packages the model for transfer; Refactory and Keystone are the proof, produced when the model meets engineering. Capstone is the brain cross-cutting all of it.*

S U B S T R A T E	Senior Advisory	Pre-commitment architecture. The wedge. C-suite engagement, warm intros, decisions before they become irreversible. ◆
T R A N S F E R	Curriculum	\$150K five-day operator cohorts. The methodology Wolfberg uses, taught to organizations that want to operate the same way.
P R O D U C T	Refactory	Six-agent legacy-to-cloud-native pipeline. Verifier catches what implementation misses. Spans from \$10K. Engagements \$80K–\$250K.
T H E B R A I N	Capstone	The strategic-synthesis brain Wolfberg runs on — cross-cutting the services and products alike, not one of them. Taught as part of the Curriculum.
P R O D U C T	Keystone	The runtime. Production AI-native operational platform. Recurring license. The platform Wolfberg runs on, licensed to partners.

## B O T T O M L I N E

*Advisory opens the door; Curriculum packages the model; Refactory and Keystone prove it. Same operating model, different wrappers.*

T H E A D V I S O R

# BERGMAN (Berg) P. ATKINSON

*Founder, Wolfberg LLC · Architect, Keystone · Twenty-seven years, defense / intel / commercial*



Twenty-seven years building things that work in environments that can't afford them not to. Defense programs. Intelligence systems. Billion-dollar acquisition strategy. The kind of infrastructure that gets depended on by people you never meet, in situations you'll never know about. The pre-commitment work — the convening, framing, and shaping of decisions before they become irreversible — is what those twenty-seven years produced.

*"Build for load, not for demo. Design for the day it's depended on, not the day it's reviewed."*

C H I E F E N G I N E E R

### ABMS Consortium

One of five chief engineers, five-company consortium. Shaped \$4B+ DoD acquisition strategy.

M O S T R E C E N T

### Three sector CTOs

Defense · Commercial & International · Homeland. Retired from Leidos, a Fortune 500 corporation, May 2026.

C L E A R A N C E

### TS/SCI · CI Poly

Held. USAF Cryptologic Korean Linguist. Defense Language Institute. Cleared for the work.

C R E D E N T I A L S

### B.S. Business · M.S. IT

Organizational Leadership (Summa Cum Laude, 3.94) and IT Management (4.0). American Mensa member.

THE THROUGHLINE

# This is the wedge. Curriculum, Refactory, and Keystone surface downstream of the room being right.

Senior Advisory opens the C-suite door. Modernization needs surface from inside the engagement. Curriculum, Refactory, and Keystone are what is behind it — all running on Capstone, the brain.

PRE-COMMITMENT SHAPED

\$4B+

ABMS Digital Infrastructure Consortium Chief Engineer. \$303M Network Manager capture. \$3M IRAD program PI. 27 years upstream of irreversible commitments.

PRODUCT SURFACES

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Each one solves a problem surfaced inside a pre-commitment engagement. Senior Advisory is the front door; the other three are what is behind it.

ONE OPERATING MODEL

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These are not separate businesses. They are one operating model — services that sell it, products that prove it — seen from different angles by different buyers.

OFFERINGS

MODEL

## T H E A S K

# If the room needs to be right.

*And the commitment is approaching.*

## THE FIRST CALL

30 minutes. No prep required.

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Describe the commitment. Describe the room. The advisor listens, asks two or three questions, and tells you whether this is a fit for the practice. No cost. No commitment.

Warm intro required →

## THE DIAGNOSTIC

The fastest path to a documented decision.

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Two to six weeks. One commitment, one room, one documented decision package. The default shape when a decision is named and the window is short.

Start the Diagnostic →

## THE ENGAGEMENT

Multi-decision pre-commitment cycle.

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Three to six months. A sequence of related commitments. Convening recurring, framing across decisions, shaping each one as it surfaces.

Scope the Engagement →

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*All engagements through warm introduction. No cold inquiries. Senior-to-senior, always.*