

SHRINE LONDON

When
REVENUE
Becomes the
Distraction

A Leadership Keynote by Glenn Dobson

*A keynote shaped by lived experience inside growing businesses
where momentum is strong and complexity builds quietly beneath the surface.*

45-minute keynote | 15-minute Q&A | Senior audiences



When Revenue Becomes the Distraction.

A leadership keynote built from more than 35 years inside growing businesses, where the revenue line climbs and the complexity beneath it builds quietly until it cannot be ignored. Glenn Dobson has built, scaled, fixed, and exited businesses across multiple sectors, including leading one to £1m in under 9 months before exiting as part of a £35m group. He has sat in the rooms where the numbers look strong and the structure is starting to crack, and he knows what that moment costs when it goes unaddressed.

Glenn takes audiences inside the moments that define whether growth becomes an asset or a liability. Where momentum outpaces structure. Where hiring moves faster than decision ownership. Where expansion begins to test what is actually holding the business together. These signals rarely arrive at the boardroom first. They surface in the middle of the organisation, in the gaps between teams, in the conversations that leaders are not yet having.

This keynote speaks directly to owners, CEOs, and senior leadership teams navigating the transition from one stage of performance to the next. It reframes how revenue is understood inside a growing organisation and examines what high-performing, investable businesses prioritise as complexity increases and the pace of decision-making is tested.

Drawing on direct advisory work with owners, leadership teams, and investors across more than 60 transactions, the keynote examines how strong organisations build alignment, control, and execution alongside revenue. The businesses that scale well are the ones that treat those disciplines as equal to the number itself and invest in them with the same seriousness they give to growth.

The result is a session that gives leaders a sharper, more honest lens on how their business is genuinely operating as it grows. Where pressure is accumulating beneath the surface, where decision quality is starting to drift, and where focused attention at the right moment creates performance that compounds over time.

Where momentum meets complexity.



01 M O M E N T U M

When growth outruns structure.

Expansion, Expansion, hiring, and ambition moving faster than the systems and decision rights designed to hold them. The signs appear in the middle of the organisation first, in the gaps between teams and the decisions that take longer than they should.

02 O W N E R S H I P

When decisions lose their owner.

Responsibility becomes shared, deferred, or blurred across a growing organisation. Customers feel the gaps before leaders do, and execution slows even as the revenue line keeps climbing and the headcount continues to rise.

03 S T R U C T U R E

When revenue becomes the distraction.

The number becomes the story, and everything organises around it. Attention drifts away from the quality of the business underneath, the alignment, control, and execution that make growth defensible and performance sustainable over time.



What leaders take away.

- 01 Understanding revenue as a behavioural force**
How income influences priorities, decision-making, and leadership dynamics across the organisation.

- 02 Decision ownership at scale**
Insight into how responsibility needs to evolve as businesses grow and teams expand.

- 03 Alignment between growth and execution**
How successful organisations connect ambition with structure and delivery.

- 04 Deliberate expansion**
A clearer approach to scaling that supports long-term performance and stability.

- 05 Organisational resilience over time**
Understanding how systems, structure, and leadership behaviour support sustainable growth.

WHO IT IS FOR

Leaders building businesses that scale.

- Founders and CEOs navigating growth and scale
- Senior leadership teams managing complexity inside the organisation
- Private equity backed organisations and portfolio companies
- Financial and professional services leadership conferences
- Executive offsites and closed leadership gatherings

WHY GLENN



Depth, experience, perspective built over time.

Glenn Dobson is the Owner and CEO of Shrine London, a private advisory firm working with owners, leadership teams, and investors navigating growth, complexity, and transition.

With over 35 years in business, Glenn has built, scaled, and exited multiple companies across several sectors. His experience includes leading a business to £1m in under 9 months before exiting as part of a £35m group, alongside advising on more than 60 mergers, acquisitions, and strategic transactions.

After stepping away from commercial life during COVID, Glenn spent time as an ordained Buddhist monk in the jungles of Northern Thailand. That period reshaped how he approaches leadership, responsibility, and decision-making.

Senior audiences trust Glenn because he has lived what he talks about. The perspective he brings to a room is earned, grounded, and built over more than three decades of real consequence.

S H R I N E L O N D O N

Begin the conversation.

This keynote is introduced after an initial conversation where we understand the audience, the room, and the moment in the programme where it will land.

C O N T A C T

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