

# STEVE LLOYD

AI Transformation · Strategy & Operations · Forward-Deployed Delivery

London, UK | [steve.r.lloyd@gmail.com](mailto:steve.r.lloyd@gmail.com) | [linkedin.com/in/stephenrllloyd](https://www.linkedin.com/in/stephenrllloyd)

## PROFESSIONAL SUMMARY

Operations and AI-transformation leader who turns frontier technology into measurable business outcomes. Oxford PPE and McKinsey-trained, with a decade spanning venture building, hyperscaling start-ups, post-IPO global operations and frontier AI. A hands-on builder of agentic and GTM tooling and a trusted partner to founders, C-suites and boards — equally at home architecting operating models, leading enterprise AI delivery, and shipping the tools that make teams faster. Track record spanning support of \$1.38B-scale commercial projects, multi-million-dollar savings, and repeated 0-to-1 team and business builds — with deep international experience embedded across the US, Canada, Sweden, China, the UK, Germany, and across MENA.

## CORE SKILLS

**Applied AI:** LLM & multi-agent orchestration · prompt & context design · AI agent operations · MCP connectors · AI tool evaluation & rollout · building with Claude/Cowork, Cursor & Gemini

**AI Training & Delivery:** human-in-the-loop data & AI training · RL environments · AI programme delivery

**Building & Automation:** AI-assisted, low-code internal tooling · workflow automation · a custom multi-agent orchestration layer across multiple LLMs · code-literate, building products that scale and ship to production

**Leadership & Operations:** AI transformation · GTM & commercial strategy · programme management · organisational design · M&A support · C-suite & board partnership

## EXPERIENCE

### Invisible Technologies — London

Aug 2025 – Present

*End-to-end enterprise AI platform; has trained foundation models for 80%+ of leading AI providers (Cohere, Microsoft, AWS).*

### Engagement Manager & Project Lead, Agentic Systems

Feb 2026 – Present

### Engagement Manager, R&D Team

Aug 2025 – Feb 2026

- Recruited by the Director of Platform and reporting to the Field CTO (Europe), in a founding leadership seat running delivery operations for a new R&D unit; **scaled the forward-deployed team to 12** — a core of 6 plus contract resource supporting builds — and, at an executive's request, helped transition it from non-revenue R&D onto revenue-generating client delivery while maintaining team cohesion.
- Took over a critical, time-sensitive US-government (FedRAMP) programme of 35+ engineers at a Field CTO's request** — joining with **only 6 weeks remaining after scoping had consumed half the auditor-recommended 4-month timeline**; introduced tech-lead ownership and rebuilt culture across a cross-country, FTE-plus-contract team to deliver on time — cited by auditors as one of the best deployments they had seen in the framework.
- Project-led Invisible's first RL-environments product end-to-end** — from scoping and concepting to customer calls — **selling to frontier AI labs**, owning pricing and positioning, and bridging off-the-shelf data research with the RL-environment creation platform while supporting a research-heavy delivery team.
- Worked across enterprise engagements** spanning a global private equity fund, a FTSE 100 fintech and US public sector — **partnering with commercial leadership to engage clients on cutting-edge R&D projects**.
- Helped define Forward-Deployed Engineering as a new hiring discipline at the firm**, designing the R&D-engineer hiring bar and **owning candidate data and process management** to recruit 3 engineers in 3 months.
- Drove internal partnerships to amplify the R&D team** — aligning sales and product teams to its capabilities and backlog, surfacing new opportunities, and horizon-scanning emerging technologies for future business upside.
- As **Expert in Residence for non-engineering AI implementation**, built and maintained an AI toolkit and plugin library for project and commercial leads, embedding best practice across teams — including an **enterprise customer-health tool deployed across every account** (championed to CEO, Field CTO and SVP/VP Operations).
- Built "Slack2Slides"** (Apps Script + Cowork), cutting customer/executive report creation **from ~4 hours to 15 minutes (~94% faster)**.

### ECARX — London (secondments: Shanghai, Gothenburg, Stuttgart)

Mar 2023 – Aug 2025

*Nasdaq-listed automotive-computing & AI group.*

### Director, EMEA Strategy & Growth

Aug 2024 – Aug 2025

### Head of Operations & Programs, EMEA

Mar 2023 – Aug 2024

- Hand-picked into a 6-month-old London office, **reporting to the COO** (alongside the CFO & Chief People Officer), to build the European function and re-architect a 4-year-old, China-based post-IPO organisation into a globally-facing, OEM-ready operating model.
- Underpinned the largest deal in company history outside its parent group — \$1.38B in lifetime order value** — by building the commercial analytics, dashboards and insight that supported the C-suite sales pursuit (context: \$703m total 2025 revenue).
- Hired 22 staff including 12 VP/SVP executives**, building product and solutions leadership orgs, then drove their initial strategic initiatives and product launches.

- **Saved \$1.2M** by insourcing an underperforming RPO/BPO vendor and standing up an in-house talent function (hired 3 incl. a Head of Talent) to hit aggressive UK/Germany hiring targets.
- Led a **4-analyst internal-consulting team** driving process optimisation, infrastructure consolidation and shared-service transformation, and built **four Centres of Excellence** (workflow mapping, procurement, organisational design, COO special projects).
- **Seconded to Shanghai HQ for 9 months** to translate Asian-market processes into European-compliant operating models; later drove an EMEA reorg — aligned the Sweden BU under the global team, **50% workforce reduction** and union negotiation — while protecting delivery of a critical product release.
- On the **early ChatGPT-adoption team**: drove ECARX's first enterprise LLM subscriptions and built AI-enabled workforce-planning and budgeting tools.

### Lean Technologies — London / Riyadh / Dubai

Jun 2021 – Mar 2023

*Sequoia-backed Open Banking infrastructure for MENA (Sequoia's first Middle East investment).*

#### Head of Talent (first Operations & People hire)

- First ops & people hire; **scaled the company 12 → 110 and 2 → 4 offices** (London, Dubai, Riyadh, Cairo) as de facto office head, building cohesive culture across markets.
- **Built the leadership bench** — recruited the Chief Product Officer, Chief Revenue Officer and Heads of HR & Legal plus a 3-person talent team — acting as connector across global teams.
- Drove programme management for the company's **first Open Banking partnership and Saudi government certification**, alongside the CTO, to maintain momentum and execution.

### FreeUp — London

Mar 2020 – Jun 2021

*Ethical fintech: real-time earned-wage access disrupting payday lending.*

#### Founding Team

- **Worked alongside co-founders to build the initial proposition**, grow the team from 3 to 27 in 6 months and **raise £1.2M from the UK Innovation Fund and angel investors** — owning B2B partnerships and sales.
- **Helped integrate the real-time payments solution into complex enterprise systems**, securing launch clients including **several NHS trusts and the London Fire Brigade** — positioned as an employee benefit.

### Improbable — London / Seattle / Edmonton

Sep 2018 – Mar 2020

*SoftBank & a16z-backed metaverse / SpatialOS company.*

#### Chief of Staff & Special Projects, Games Content

- **Chief of Staff to the Chief People Officer**, then to the Chief Content Officer, Chief Creative Officer and Studio GM through a period of hypergrowth and change.
- **Stood up Improbable's first internal game studio** (with ex-BioWare leadership) on its SpatialOS platform; led organisational and resource design for the new games content strategy.
- **Helped execute the acquisition of Midwinter Entertainment** and evaluated a further multiplayer-studio acquisition; programme-managed two research-org projects.
- **Worked with the Improbable Enterprise team** on highly selective research projects for Microsoft.

### Founders Factory — London

Sep 2016 – Sep 2018

*\$75M corporate incubator/accelerator & seed fund (Brent Hoberman & Henry Lane Fox).*

#### Platform Team

- **Joined pre-close of the \$75M fund**; codified the venture-building operating model — founder toolbox, operational playbooks and spin-out processes used across the portfolio.
- **Worked with 50+ companies from idea to pre-seed** and coached a 100+ company accelerator cohort (portfolio has since raised **\$1bn+ in follow-on funding**).
- **Partnered with the investment committee** on founder sourcing and selection for new ventures.
- **Subsequently advised Acre**, a company launched out of the studio and later acquired by ClearScore.

### McKinsey & Company — London

Sep 2013 – Aug 2016

#### Consultant, McKinsey Digital (promoted Business Analyst → Associate in year 1 → Engagement Manager track by year 2)

- Advised multinational clients across **telecoms, heavy manufacturing and FMCG** — spanning Korea, Saudi Arabia, the US, Germany, the UK and India — on launching and scaling new product propositions (organic & inorganic growth).
- **Built a “digital factory” for a Saudi national oil & gas major**: trained 50+ high-potential staff and shipped software in 6-8 week cycles, **cutting time-to-live by 60%** in a 3-month engagement.
- **Delivered a 100-day growth plan to the CEO of a Korean heavy-industries group**, introducing programme-management processes with **\$40M+ projected savings**.
- **Advised the CEO of a US regional bank** on a cloud-first transformation, mapping the legacy-to-cloud migration at the heart of a first-100-days agenda.

## EDUCATION

**University of Oxford** — BA, Philosophy, Politics & Economics (PPE), 2:1 | 2010 – 2013

**Activities:** the Oxford Union (debating society); Oxford Entrepreneurs. **Languages:** English (native).

**Interests:** Percussion & drums — National Youth Jazz Orchestra.