

What reaches each level of an organisation. The full line is what the people doing the work know.

For the decisions a board cannot get wrong.

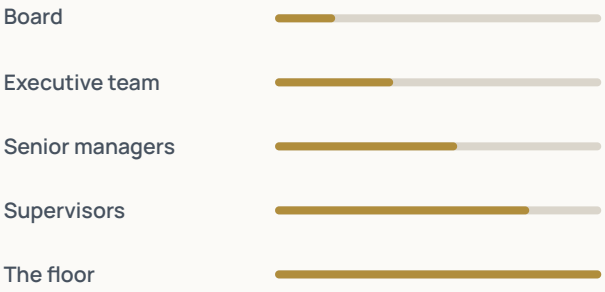
Sessions and reviews for boards, with King V in view.

The premise

Boards can follow good practice and still miss what is happening.

Every board pack has passed through people with something to lose. None of them is lying. Each softens the bad news a little. The softening adds up. By the time it reaches the board, the picture is tidy, current and wrong where it matters most.

What reaches each level



An example

For 2 years a board reviewed a green dashboard while a systems change stalled. The people doing the work knew why. Nobody could say so. Once the chair heard it, the board changed the targets and the system launched 3 months later.

The question that tests any report: how do we know?

These programmes help a board hear the other half of the picture, decide well and see its decisions become action. Each ends with 3 questions the board can use without anyone in the room.

The Offer

One conversation with the chair. Then the work your board needs.

Most boards start with a 30-minute call between the chair and Frank. From there, the work takes one of 3 forms.

A board session

90 minutes to a half day, in confidence, on the decision or risk in front of the board. Choose from the 7 programmes that follow, or let Frank recommend one after the call.

Advice to the chair

An independent second view for the life of a decision: a succession, a divided board or a decision that will be hard to undo.

An independent review

Through FranklySpeaking: a Defences Review of the controls the board relies on, an AI Decision Review when an automated decision has gone wrong, or an investigation of a problem that keeps coming back.

How it runs

A call with the chair

30 minutes on the board and the decision in front of it. There is no fee.

A short proposal

The session, who should be in the room and the fee, agreed before anything starts.

The work, in confidence

Nothing is recorded and nothing is attributed to anyone.

King V in view

Each programme notes where it helps a board apply King V, the corporate governance code for South Africa issued in 2025. This is a summary for orientation, not legal advice. The King V Report is at iodsa.co.za/page/king-v.

The Programmes

7 sessions for boards.

From 90 minutes to a half day, in confidence. Each can be run for the full board, a committee or the board with its executive team.

Session	The question it answers	Format
The Filter	Why bad news gets smaller on its way to you	Board session, 90 minutes, in confidence
Fix the System, Not the Pilot	What aviation learned by refusing “human error” as an answer	Board or risk committee session, 90 minutes
Precisely Wrong	The question to settle before you approve the next AI system	Board or risk committee session, 90 minutes
The First Generation Leader	Leading at a level no one in your family has led before	Closed session for a founder or family board, 90 minutes
Before the Vote	Deciding well, and disagreeing well, before the board commits	Board workshop, 90 minutes to a half day
What Exactly Did We Decide?	How a decision becomes action, as the board intended	Board workshop, 90 minutes to a half day
The Real Decision-Makers	Succession and who really decides	Board session, 90 minutes, in confidence

The Programmes

The Filter

Why bad news gets smaller on its way to you

Your audience learns how information gets smaller on its way up. They leave with 3 questions to ask their own teams on Monday morning.

Board session, 90 minutes, in confidence

Directors leave with

- Why honest reporting gets harder at every level. It comes from how organisations work, not from bad people.
- 3 ways a leader can hear what is happening without relying only on the management line.
- 3 questions that bring out what a team has stopped talking about.

King V Oversight and monitoring, one of the board's 4 roles, and Principle 8, governing risk

Fix the System, Not the Pilot

What aviation learned by refusing "human error" as an answer

Your audience stops asking who to blame and starts asking what made the mistake likely. That one change makes the next failure less likely.

Board or risk committee session, 90 minutes

Directors leave with

- The difference between what triggered a failure and the conditions already in place. Each needs a different fix.
- Why a serious failure usually comes from 7 to 12 small causes, not one big one.
- What changes in a business when blame stops being the first question.

King V Principle 8, governing risk, and Principle 12, an effective internal control environment

The Programmes

Precisely Wrong

The question to settle before you approve the next AI system

The board leaves with one written question and a clear idea of the evidence to expect before it is answered. This is a governance session, not a technology briefing.

Board or risk committee session, 90 minutes

Directors leave with

- Why a system trained on good-news data gives confident answers that are wrong in the same direction every time.
- What happens when leaders' unresolved disagreements are built into automated decisions, thousands of times a day.
- The question to ask after an automated decision goes wrong. Most governance rules cannot answer it.

King V Principle 10, governing data, information and technology, including accountability for AI

The First Generation Leader

Leading at a level no one in your family has led before

Your audience stops seeing a small circle of advisors as a personal weakness. They start treating it as a gap they can close on purpose.

Closed session for a founder or family board, 90 minutes

Directors leave with

- Why a family network gives leaders better information, not just social advantages.
- Where to find a second opinion from someone who has nothing to lose by being honest.
- How to tell the difference between advice and agreement.

The Programmes

Before the Vote

Deciding well, and disagreeing well, before the board commits

Directors put their doubts on the table before the vote, not after it, and test a major decision before it is taken.

Board workshop, 90 minutes to a half day

Directors leave with

- A way to raise a doubt that informs the board instead of obstructing it.
- A test for any major decision before it is taken.
- A record of dissent the board can learn from later.

King V Principle 1, leading ethically and effectively, and independence as "the exercise of objective, unfettered judgement"

What Exactly Did We Decide?

How a decision becomes action, as the board intended

The board learns to write a decision that cannot be misread and to tell early when it is not becoming action.

Board workshop, 90 minutes to a half day

Directors leave with

- A resolution that management cannot read 3 different ways.
- The early signs that a decision is not becoming action.
- Who owns what once the meeting ends.

King V Principle 7, clearly defined roles and decision-making powers for the board and management

The Real Decision-Makers

Succession and who really decides

The board maps who really decides, so a succession plans for the people as well as the title.

Board session, 90 minutes, in confidence

Directors leave with

- A map of formal and informal decision-makers.
- A succession plan for the people, not only the title.
- The risks when the two do not match.

King V Principle 5, the board's composition, and Principle 7, appointment and delegation to management

Beyond the Sessions

When the board needs more than a session.

Advice to the chair

An independent second view for the life of a decision: a succession, a divided board, a decision that will be hard to undo. One fee, agreed before we start.

Through FranklySpeaking, the firm Frank founded

Investigation

When a problem has survived more than one fix. A fixed scope and a fixed fee, agreed before the work starts. It runs 12 to 16 weeks and ends in a written finding: what is causing the problem, what it costs and what to change.

Defences Review

Before anything fails. A review of whether your systems and controls will hold and where the gaps are.

AI Decision Review

When an automated decision has gone wrong, it finds out why, the way an accident investigation would. Pilot places for 2027.

The first meeting with FranklySpeaking is 90 minutes, with no fee.

Book the first meeting

franklyspeakinghq.com

How to Start

Start with a conversation.

A 30-minute call with the chair, the company secretary or whoever is leading the work. It is on me. You leave knowing the right next step.

Book a call

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About Frank

Frank Tsuro is an independent advisor to chief executives, chairs and boards. Big decisions are often made on half the picture. He finds out the other half, in confidence, before it costs them. Since 2013 he has advised more than 230 C-suite and director-level executives and has spoken in more than 15 countries across Africa, Europe, the Middle East and North America. He has served on the international board of a global nonprofit and founded FranklySpeaking and #PeopleMakingHistory.

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