

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

Big decisions are often made on half the picture.

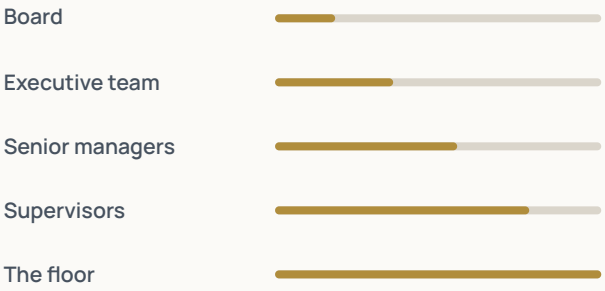
I find out the other half, in confidence, before it costs you.

The problem

Your reports say the plan is on track. Your people know it is not.

Big decisions are often made on half the picture. Telling the boss about a problem early can cost a manager. Making it sound smaller costs nothing. So at every level, the bad news shrinks a little more. I call this the filter.

What reaches each level



Each line is what the people doing the work know. The gold is what reaches that level.

An example

A green dashboard and a project 2 years late

A financial services group was 2 years behind on a major systems change. Every month the board's dashboard was green. The software worked, but the new system would stop branch managers overriding compliance checks they needed to meet their loan targets. Nobody could say so, because the launch date had been announced. I gave the chair 2 pages. The board changed the targets. The system launched 3 months later.

Nobody was lying. Everybody was hiding.

Why a person

AI can write the report. It cannot hear what your people will not say.

Much of what leaders once paid coaches and consultants for, they now get from AI in seconds. But AI works with what it is given. It does not question the brief and nobody tells it what they are afraid to say.

What AI does well	What still needs a person
Summarises what has been reported.	Finds out what was never reported.
Answers the questions you ask it.	Asks the questions nobody wants asked.
Accepts the brief it is given.	Questions the brief and answers for the advice.

An AI system trained on a filtered business learns the filter, then repeats it, fast and with confidence.

What clients come for is a frank conversation: someone who questions the brief instead of simply answering it and says plainly what others will not.

Advisory

Independent advice. Your decision.

You bring the decision, or the problem you are thinking through. I find out the other half of the picture, in confidence, so you can decide well and see it through.

Chairs and boards

- A board divided and work stalling
- A succession coming
- An AI system to approve, or one gone wrong

Chief executives

- A plan agreed, but not happening
- A leadership team divided in silence
- A decision that will be hard to undo

Executives

- A result that depends on people you do not lead
- Two priorities that cannot both be met
- A big proposal for the board

How an engagement runs

Step 1
A first call
30 minutes about you and the decision. On me.

Step 2
Sessions with you
On your decision and nothing else, as often as it needs.

Step 3
Frank conversations
With your people, in confidence. I never say who said what.

Step 4
Together
Your team or board works it through, in a session I run.

Step 5
A candid briefing
What I found, in 1 or 2 pages. Then you decide.

Priced on the value of the decision

One fee, agreed before we start, set by what the decision is worth to you, not by the hours it takes. I work with a small number of clients at a time, so I am available when you need me.

Speaking and boards

Talks your audience can use on Monday morning.

4 signature talks

The Filter

Why bad news gets smaller on its way to you.

Fix the System, Not the Pilot

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

Precisely Wrong

The question to settle before you approve the next AI system.

The First Generation Leader

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

For boards

Before the Vote

Deciding well, and disagreeing well, before the board commits.

What Exactly Did We Decide?

How a decision becomes action, as the board intended.

The Real Decision-Makers

Succession and who really decides.

King V and your board

King V asks the governing body to govern data, information and technology (Principle 10). It addresses AI directly, with clear accountability for the decisions and outcomes of AI systems and clear, understandable reasons for what they decide.

The detail for organisers and boards

Talks and formats for events, and sessions for boards, one document each.

Speaker Kit

Board Programmes

How to start

Start with a conversation.

The first conversation is on me. If I am not the right person for the problem, I will say so and, where I can, suggest someone who is.

Book a call | Speaking enquiry

The wider work

FranklySpeaking

When a problem keeps coming back, my firm finds the cause and fixes the system.

franklyspeakinghq.com

The Leader's Office

Leaders carry more every year, with the same hours. The Leader's Office gives them a chief of staff and a team, without the full-time hire.

tlo.franktsuro.com

#PeopleMakingHistory

Recording what the people making Africa's history are learning.

peoplemakinghistory.org

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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