Signature talk

The Filter

Why bad news gets smaller on its way to you.

Keynote · Workshop · Board session

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

Who it is for	Chief executives, boards, executive teams and senior leadership conferences. It works best when the audience makes real decisions.
What people 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.
Formats	Keynote, 45 to 60 minutes, with questions on stage
	Workshop, a half day, applied to your own decisions
	Board session, 90 minutes, in confidence
	Panel or moderated conversation, as panellist or as chair
For boards	For boards, the talk is told through the green dashboard: why a board pack can stay green while reality turns red. It ends with the question that tests any report: how do we know?

Abstracts to use as written

In 50 words

Telling the boss about a problem early can cost a manager. Making it sound smaller costs nothing. Across 5 layers, bad news shrinks in one direction. Frank Tsuro shows why the picture that reaches the top is edited and gives leaders 3 ways to hear what is really happening.

In full

Every report that reaches a chief executive or a board 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 top, the picture is tidy, current and wrong where it matters most. Frank Tsuro explains why this happens in capable organisations with good people, shows it at work in a project that ran 2 years late under a green dashboard and sets out 3 ways a leader can hear the real picture. The audience leaves with 3 questions to ask their own teams the next morning.

Ask a company what is wrong and you hear what everyone has agreed it is safe to say.

About the speaker

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.