FranklySpeaking



ORGANISATIONAL INVESTIGATIONS FOR BOARDS AND CHIEF EXECUTIVES

Find the cause. Fix the system.

When a problem keeps coming back, the cause is usually in the system, not the people. We investigate it the way air accident investigators examine a crash. Your board receives a written finding: the cause, the cost and what to change.

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When a problem keeps coming back

If one of these describes your organisation, the cause is unlikely to be the people you have been changing.

SIGN 1

It keeps coming back

You have restructured the same area more than twice, and the problem returned each time. If the structure were the cause, the first change would have fixed it.

SIGN 2

Agreed in the room, not funded outside it

The minutes say the decision was unanimous. What gets funded afterwards says something else.

SIGN 3

The reports changed nothing

You already hold good analysis. The recommendations were written before the diagnosis was finished, so the problem is still there.

The green dashboard

Our founder's own story, and the reason this approach exists.

FOR 2 YEARS	The board reviewed a green dashboard.
MEANWHILE	A systems change had stalled. The people doing the work knew why. Nobody could say so.
THE TURN	The chair asked our founder to find out. He listened to the people doing the work.
THEN	The chair heard the truth. The board changed the targets.
3 MONTHS LATER	**The system launched.**

> *Ask it of every green report: who told us, and how do they know?*

Where a small failure costs millions

At a mobile operator, an outage of a few minutes can stop calls and payments for millions of people. At a mine, one power failure can stop production for a whole shift. These are the organisations we work for, and these are the people who call us.

Board chairs and directors

Reports say the plan is on track. Results say it is not.

Chief executives and chief operating officers

The same problem, back after the second restructure.

Audit and risk committee chairs

Clean audits that feel too clean.

Chief risk officers and heads of internal audit

Findings raised, closed and raised again.

Investigate first. Fix second.

3 steps, in this order. The scope and the fee are fixed before we start.

1

WEEK 0 · NO FEE

Talk

90 minutes with the executive who would sponsor the work, and a clear answer on whether an investigation is worth doing.

2

WEEKS 1–14

Find the cause

Confidential interviews, from the leadership team to the front line, checked against board papers, minutes and budgets. Then the written finding.

3

WEEKS 12–28

Fix it and keep it fixed

Using the FRANK Method™, every change gets one owner and a test anyone can check. We stay for 12 weeks, then step back.

How we get to the truth

Sponsors often ask: if my people will not tell me, why would they tell you? The method does not depend on anyone being honest.

RULE	WHAT IT MEANS
What happened, not what people think	We ask people to walk us through real events. A specific story is much harder to spin than an opinion.
The system, never a person	Nobody is being judged, so nobody needs to defend themselves.
Nothing can be traced	Nothing reaches you with a name on it. We sit outside your reporting line, and we leave.
The same questions for everyone	Where answers about the same meeting do not match, we know where to look.
Confirmed twice	A claim becomes a finding only when a second source agrees: another person, a document or a number.

> *One person can spin a story. 12 people, the minutes and the budget cannot all spin it the same way.*

Where it comes from

The discipline comes from aircraft accident investigation. ICAO Annex 13, the international standard, exists to prevent the next accident, not to apportion blame. Investigators ask what made the mistake likely. So do we.

A second inspiration. The method also drew on the television series *Undercover Boss*: when rank leaves the room, the truth people tell changes. We do not go undercover. We took the lesson, not the disguise.

Before it fails, or when it keeps failing.

We do 2 things. We check your defences before something fails, and we investigate when a problem keeps coming back. We do the same for decisions made by AI systems.

ALWAYS THE FIRST STEP · NO FEE

The first meeting

90 minutes with the executive who would sponsor the work. If we find nothing worth investigating, we say so and you pay nothing. If we find something, we write a preliminary report for US$2,500. If you then go ahead, we deduct it from the investigation fee.

FEES FOR 2027

BEFORE SOMETHING FAILS

Defences Review

FROM US$15,000

Your 5 defences scored in plain language: strategy, communication, trust, accountability and escalation. The gaps ranked by how serious and how hidden they are, and a board briefing with priorities.

WHEN A PROBLEM KEEPS COMING BACK

Investigation

FROM US$35,000

12–16 weeks to a written finding and agreed changes, then 12 weeks of support while the fix takes hold. Every change has one owner and a test. Large, multi-country investigations: US$250,000 or more.

FOR AI SYSTEMS · NEW IN 2027

AI Decision Review

FROM US$7,500

Before approval, a 90-minute board session that settles what the system will decide, from which data, and who answers when it is wrong. After a failure, a 4–6 week review from US$12,000.

FOR A ROOM

Keynote: Fix the System, Not the Pilot

AGREED PER EVENT

The method in under an hour, for conferences, executive teams and boards. Delivered by our founder, Frank Tsuro. Fees depend on the room and what it is for.

Every fee is fixed before work starts, so you know the cost and the end date. We do not quote a day rate: you are buying a finding, not a number of days. South African clients are quoted in rand.

What we found, and what it cost

In every case, a capable leadership team was producing a result it had not chosen. Names, countries, dates and exact figures are altered. The mechanism and the order of magnitude are not.

CASE 01 · TELECOMS

3 strategies, one room

A listed telecommunications group. 3 versions of the strategy running at once, and no disagreement written down anywhere.

US$38M A MONTH

CASE 02 · BANKING

Signed off 4 times, never fully funded

A group that approved the same programme 4 years running and funded part of it each time.

US$12M–18M A MONTH

CASE 03 · ENERGY

4 years of clean audits

A utility whose internal audits were perfect. The chief risk officer thought the silence was too clean to be true.

US$90M

CASE 04 · MINING

The structure changed. The authority did not.

A group that restructured the same reporting line 3 times, each announced as the fix for the last.

R1.2BN

All 6 cases, in full: franklyspeakinghq.com/cases

What your board receives

4 documents, and one you keep using. An investigation with no intervention is an expensive document, so the last 2 are about the change, not the finding.

DOCUMENT	WHEN	WHAT IT CONTAINS
Preliminary report	Week 1	Whether this looks like a system problem, what an investigation would examine and what it would cost.
Findings report	Weeks 10–14	Numbered findings, one to a page, each with the pattern, the evidence and the cost.
Alignment register	Weeks 12–16	Every change, with one named owner and a completion test anyone could check.
Embedding protocol	The next 12 weeks	A published schedule for withdrawing our support. Your board keeps the register when we leave.

> *In every case, the leadership team was capable. The information it was working from was not.*

The first meeting has no fee

90 minutes with whoever would sponsor the work. Questions, not a presentation. It ends with a clear answer on whether an investigation is worth doing. If it is not, that is what we tell you.

BEFORE

Nothing to prepare. Board papers and minutes come later, under the engagement.

DURING

A consistent set of questions about what your team sees, what it understands and what it expects next.

AFTER

A clear answer. If there is something to investigate, a preliminary report sets out the scope and the fee. You decide after reading it.

3 outcomes. 2 of them end the conversation.

1 **This is not our problem to solve**

We say an investigation is not warranted and show what we looked at to reach that view. We will not follow up.

2 **It belongs to somebody else**

The difficulty is real, and it is a different discipline. We tell you which, and what a good version of that hire looks like.

3 **An investigation is warranted**

A preliminary report sets out what we would examine, which defences are in scope, how long it takes and what it costs. It costs US$2,500, deducted from the fee if you go ahead.

Start with 90 minutes

Book a time with the executive who would sponsor the work, or take the 4-minute check first.

BOOK THE FIRST MEETING
franklyspeakinghq.com/enquire

WRITE TO US
enquiries@franklyspeakinghq.com

CHECK YOUR DEFENCES IN 4 MINUTES
franklyspeakinghq.com/diagnostic

THE WEBSITE
franklyspeakinghq.com

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