THE KEYNOTE · DELIVERED BY FRANK TSURO

Fix the system, not the pilot.



What aviation learned by refusing to accept human error as an explanation. A keynote from FranklySpeaking, delivered by our founder.

> The audience stops looking for who to blame. They start looking for what made the mistake likely. That one change makes the next incident less probable.

The room leaves with

The trigger and the conditions

The difference between the immediate trigger and the conditions already in place, and what each costs to fix.

Never one big cause

Why a serious failure usually rests on several small factors, not one big one.

When blame stops coming first

What changes in an organisation the day blame stops being the first question.

The talk in 3 movements

1. **Pilot error**

   For most of the 20th century, aircraft accident reports ended with pilot error. The next crew sat in the same seat, in front of the same instruments.

2. **The decision that changed aviation**

   The industry decided that human error would start an investigation, not end it. If a capable crew did something that killed them, the question became what made that action reasonable at the time.

3. **Inside your organisation**

   The same discipline, applied to business failure: separate the trigger from the conditions, show what each costs to fix and what a leadership team must do to hold the change in place.

> *A capable person doing something dangerous is a fact about the conditions, not about the person.*

About the speaker

Frank Tsuro is an independent adviser 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.

FORMATS AND BOOKING

4 ways to bring it to your organisation

For operating businesses where failure is visible and expensive: energy, telecoms, mining, ports, logistics, construction, financial services and regulators.

FORMAT	LENGTH	WHAT IT IS FOR
Keynote	45–60 minutes	For leadership conferences, executive teams and boards. The talk ends with a question your people can ask on Monday.
Keynote and workshop	Half day	Applied to one of your own incidents, closed and safe to discuss. Every participant receives an editable workbook.
Board or risk committee session	90 minutes	For directors who receive incident reviews. It ends with a written standard for the reviews the board will accept.
Panel or moderated conversation	45–60 minutes	As panellist or chair. 6 questions that open a real conversation, not a speech.

Abstracts to use as written

IN 50 WORDS

Aviation stopped accepting human error as an explanation, and flying became one of the safest ways to travel. Frank Tsuro shows what changes in a business when the first question after a failure is no longer who to blame, but what made the mistake likely.

IN FULL

For most of the 20th century, aircraft accident reports ended with the same finding: pilot error. Then the industry decided that human error would be where an investigation starts, never where it ends. Frank Tsuro applies that discipline to business failure. He separates what triggered a failure from the conditions already in place, shows why a serious failure usually rests on several small causes rather than one big one and explains what changes when blame stops being the first question. It is the thinking behind FranklySpeaking, the firm he founded to investigate problems that keep coming back.

How booking works

BEFORE	A 15-minute call on who is in the room and what they need to leave with. Then 2 or 3 background conversations with your people, 20 minutes each, in confidence.
ON THE DAY	Slides 48 hours ahead, as PDF and PowerPoint. Frank works from the stage, not from a lectern.
AFTER	A one-page delegate follow-up with the 3 questions from the talk, yours to circulate.
FEES AND DATES	Fees depend on the room and what it is for, and are agreed before anything is booked. Dates are held for 10 working days while you get approval.
BOOK THIS TALK	franklyspeakinghq.com/keynote · enquiries@franklyspeakinghq.com