ORGANISATIONAL INVESTIGATIONS // FOR BOARDS AND CHIEF EXECUTIVES

Find the Cause. Fix the System.

FranklySpeaking investigates problems that keep coming back in high-stakes organisations, using a method adapted from aircraft accident investigation. Boards and chief executives receive a written finding: what is causing the problem, what it costs and what to change.



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01 // THE PROBLEM

When a Problem Keeps Coming Back

OUR FOUNDER'S OWN STORY

The Green Dashboard

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?

3 SIGNS THE PROBLEM IS IN THE SYSTEM

It keeps coming back

The same area has been restructured more than twice, and the problem returned each time.

Agreed in the room, not funded outside it

The minutes say unanimous. What gets funded says something else.

The reports changed nothing

Good analysis exists. The problem is still there.

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 COOs.** 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.

02 // HOW WE WORK // THE FRANK METHOD™

Investigate First. Fix Second.

1

WEEK 0 // NO FEE

Talk

90 minutes with the executive who would sponsor the work. 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. A written finding: the cause, its cost, what to change.

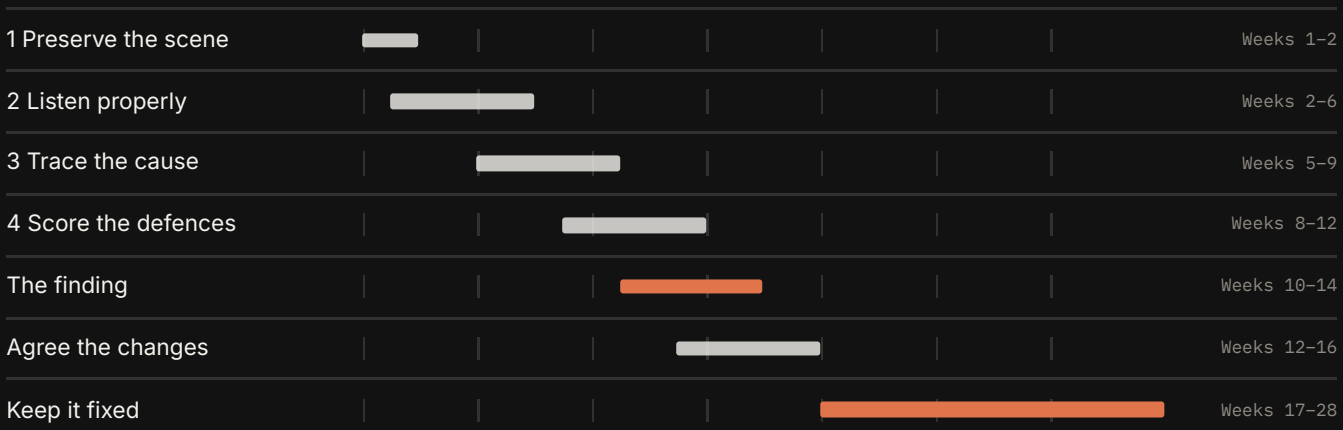
3

WEEKS 12–28

Fix it and keep it fixed

Every change gets one owner and a test anyone can check. We support your team for 12 weeks, then step back.

WEEK BY WEEK



HOW WE GET TO THE TRUTH

What happened, not opinions

A real story is harder to spin.

The system, never a person

Nobody needs to defend themselves.

Nothing can be traced

No names reach you. We leave.

Same questions for all

Answers that do not match show where to look.

Confirmed twice

A person, a document or a number agrees.

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

Inspired by aircraft accident investigation (ICAO Annex 13) and by Undercover Boss: the truth changes when rank leaves the room.

03 // SERVICES AND FEES

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.

	BEFORE SOMETHING FAILS	WHEN IT KEEPS FAILING
YOUR ORGANISATION	**Defences Review** From US$15,000 Your 5 defences scored in plain language: strategy, communication, trust, accountability and escalation. The gaps ranked, and a board briefing with priorities.	**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.
AN AI SYSTEM	**AI Decision Review** From US$7,500 Before approval: a 90-minute board session that settles what the system will decide, from which records, and who answers when it is wrong.	**AI Decision Review** From US$12,000 After a failure: a 4–6 week review of what the business believed at the time and where the defences had gaps.

The AI Decision Review is new in 2027, offered to a small number of boards first.

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, you pay nothing. If we find something, the preliminary report costs US$2,500. Go ahead with the investigation and we deduct it from the fee, so the report costs you nothing.

FOR A ROOM

Keynote: Fix the System, Not the Pilot

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.

Fees are a guide and are fixed before any work starts. We quote in rand for South African clients.

04 // PROOF

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

3 versions of the strategy running at once, and no argument anywhere on record.

US$38M A MONTH

CASE 02 // BANKING

Signed Off 3 Times, Funded Once

Approved in full by the committee, funded in part by a different team.

US$12M–18M A MONTH

CASE 03 // ENERGY

4 Years of Clean Audits

A concern answered badly 5 years earlier taught people to stay quiet. 17 issues downgraded.

US$90M

CASE 04 // MINING

The Structure Changed. The Authority Did Not.

3 restructures of one reporting line. One approval limit never moved.

R1.2BN

WHAT YOUR BOARD RECEIVES

A written finding

Numbered findings, one to a page, each with its evidence and its cost.

The agreed changes

Each change with one owner and a test anyone could check.

A record you keep

The plan for the 12 weeks while we step back. Your board keeps it.

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

Read all 6 cases on the website

05 // HOW TO START

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 come later, under the engagement.

DURING

The same questions we ask every client, about what your team sees, understands and expects next.

AFTER

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

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

Take the 4-minute check

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