

■ Frank Tsuru

Everything you need to *book the session* and sell it internally.

Four keynotes for boards, executive teams and conference programmes.
Abstracts, biographies, takeaways, formats and technical requirements,
in one document.

What is in this document.

Take what you need. Sections one to three are written so they can be lifted straight into a programme, a brochure or an internal approval note without rewriting.

01 **The speaker**

Biography at three lengths, and the one-line description.

02 **The four keynotes**

For each one: the promise, the audience, 50-word and 150-word abstracts, three takeaways, and every format it works in.

03 **Formats and durations**

Live keynote, keynote plus workshop, panel, facilitated session, closed board session.

04 **What you receive as the organiser**

Before the day, on the day, and afterwards.

05 **Technical requirements**

A short list. Panels and facilitated sessions need none of it.

06 **Four things Frank asks for**

Small asks that decide whether the session works.

07 **The delegate follow-up**

A one-page handout, ready to circulate after the session.

08 **Booking**

How to hold a date, and what happens next.

Frank Tsuro.

Frank advises boards and executive teams on alignment: whether everyone who must deliver a strategy is pulling the same way. He has served on boards and advised the executives who answer to them.

ONE LINE

Frank Tsuro advises boards and executive teams on alignment: whether everyone who must deliver a strategy is pulling the same way. He has served on the international board of a global nonprofit and founded FranklySpeaking.

SHORT BIOGRAPHY · 85 WORDS

Frank Tsuro advises boards and executive teams on alignment: whether everyone who must deliver a strategy is pulling the same way. He has served on the international board of directors of Toastmasters International, a global nonprofit with members in more than 140 countries, and has advised more than 230 C-suite and director-level executives, most of them CFOs and, more recently, CIOs and CTOs. He founded FranklySpeaking, which investigates why capable leadership teams keep getting results they did not choose, and #PeopleMakingHistory. He works from Harare and Johannesburg.

FULL BIOGRAPHY · 165 WORDS

Frank Tsuro has served on boards and advised the executives who answer to them. His work is on alignment: whether everyone who must deliver a strategy is pulling the same way. People, power and politics decide it.

He sat on the international board of directors of Toastmasters International, a global nonprofit with members in more than 140 countries, from 2023 to 2025. He also chairs the advisory board of The eHub, an enterprise development organisation in South Africa. Since 2013 he has advised more than 230 C-suite and director-level executives, most of them CFOs and, more recently, CIOs and CTOs, in telecommunications, energy, mining, logistics, banking and state-owned enterprises.

He founded FranklySpeaking, which investigates why strategies stall and why problems survive restructures, using a method adapted from aircraft accident investigation. He also founded #PeopleMakingHistory, a journal, fellowship and archive that records what the people making Africa's history are learning, for the next generation of African leaders.

His argument is simple. Competence is rarely the constraint. Information is.

BASED

Harare and Johannesburg. Works internationally.

SELECTED BOARD ROLES

Past International Director, Toastmasters International. Chairman, Advisory Board, The eHub.

SPOKEN IN

More than 15 countries across Africa, the Middle East and North America, in person.

LANGUAGES

English.

FOUNDED

FranklySpeaking, 2013. #PeopleMakingHistory, 2019.

SECTORS

Telecommunications, energy, mining, logistics, infrastructure, construction, banking and state-owned enterprises.

INTRODUCTION · TO READ ALOUD

For the host, as Frank is called up. It runs about 30 seconds and ends on his name.

“Our next speaker has served on boards and advised the executives who answer to them. Frank Tsuro sat on the international board of a global nonprofit with members in more than 140 countries, and has advised more than 230 C-suite and director-level executives, most of them CFOs and, more recently, CIOs and CTOs. He founded FranklySpeaking, which finds out why capable leadership teams keep getting results they did not choose. His argument is simple: competence is rarely the constraint; information is. Please welcome Frank Tsuro.”

High-resolution photographs, the one-page profile and these biographies are at franktsuro.com/media-kit, cleared for use in programmes, print and web. Please use the photographs uncropped where the layout allows.

Four sessions. Each one built to leave a room with something to do.

Most keynotes are enjoyed and then forgotten. These are built so your audience leaves with one pattern they can name, and one question they can put to their own team on Monday.

Every talk works as a live keynote, as a keynote plus workshop, as a panel, or as a facilitated session. Frank facilitates as often as he speaks, so if your programme needs a different shape, ask.

The Filter.

Who edited the report on your desk, and what the edit cost you.

THE PROMISE

The audience leaves able to name the thing that quietly edits their information, and with three questions they can put to their own team on Monday morning.

WHO IT IS FOR

Chief executives, boards, executive teams and senior leadership conferences.
Works best where the audience carries real decision-making authority.

ABSTRACT · 50 WORDS

Telling you a problem early and in full costs a manager something. Softening it costs them nothing. Across five layers, the softening adds up in one direction. Frank Tsuro shows why the version of a business that reaches the top is edited, and the three ways a leader can hear the real one.

ABSTRACT · 150 WORDS

Every report that reaches a chief executive has passed through people with something to lose. Not liars: capable managers making a sensible judgement about how much bad news to carry, and when. Do that across five layers and what lands on the desk is tidy, current, and wrong in exactly the places that decide.

Frank Tsuro takes an audience through why this happens, why it is structural rather than a matter of character, and why it explains decisions that look inexplicable a year later. He then sets out the three channels a leader can build that their own hierarchy does not control, and what each one costs to run properly.

The session ends with three questions the audience can put to their own teams, written to surface what an organisation has quietly agreed to stop raising.

WHAT THE ROOM LEAVES WITH

- Why honest reporting gets more expensive the higher it travels, and why that is structural rather than personal
- The three channels a leader can build that their own hierarchy does not control
- Three questions that surface what a team has agreed to stop raising

FORMATS

- Live keynote, 45–60 mins, questions taken on stage
- Keynote plus workshop, half day, worked against your own decisions
- Closed board or executive session, 90 mins, off the record
- Panel or moderated conversation, as panellist or as chair

Ask a business what is wrong and it will tell you what it has agreed to say is wrong.

Fix the System, Not the Pilot.

What aviation learned by refusing to accept human error as an explanation.

THE PROMISE

The audience stops looking for who to blame and starts looking for what made the mistake likely. That single change is what makes the next incident less probable.

WHO IT IS FOR

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

ABSTRACT · 50 WORDS

Aviation stopped accepting human error as an explanation and became the safest form of travel in history. Frank Tsuru shows what changes in a business the day blame stops being the first question, and why a serious failure usually rests on seven to 12 small conditions rather than one bad decision.

ABSTRACT · 150 WORDS

For most of the twentieth century, aircraft accident reports ended with pilot error. Then the industry made a decision that changed its record permanently: human error would be treated as the starting point of an investigation rather than its conclusion. If a capable crew did something that killed them, the question is what made that action reasonable at the time.

Frank Tsuru applies that discipline to business failure. He separates the immediate trigger from the conditions that were already in place, shows what each one costs to fix, and demonstrates why a serious failure usually rests on seven to 12 small factors rather than one large one.

The session is practical rather than historical. It ends with what actually changes inside a company the day blame stops being the first question asked, and what a leadership team has to do to hold that change in place.

WHAT THE ROOM LEAVES WITH

- The difference between the immediate trigger and the conditions that were already in place, and what each one costs to fix
- Why a serious failure usually rests on seven to 12 small factors rather than one big one
- What changes in a business the day blame stops being the first question

FORMATS

- Live keynote, 45–60 mins
- Keynote plus workshop, half day, applied to one of your own incidents
- Board or risk committee session, 90 mins
- Panel or moderated conversation, as panellist or as chair

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

The First Generation Leader.

Leading where your own experience has not been before.

THE PROMISE

The audience stops treating a thin advisory network as a personal shortcoming and starts treating it as a structural gap they can close on purpose.

WHO IT IS FOR

Founder-led and first-generation businesses, family groups in transition, emerging-market leadership programmes, and any audience where most people are the first in their family to run at this scale.

ABSTRACT · 50 WORDS

A leader whose family has run businesses this size hears the second version at dinner. A first-generation leader has one source: the business itself. Frank Tsuro shows why a second opinion is an information advantage rather than a social one, and how to build the one an inherited network gives away free.

ABSTRACT · 150 WORDS

Somebody who inherits a business also inherits a network. When the board pack arrives, they get a second reading of it from a person who has held the same seat and has nothing to gain from the answer. That second account is not encouragement. It is information, and it is not handed out evenly.

A first-generation leader has one source: the business itself. Every account of it arrives through the structure the account is about. Frank Tsuro argues that this is a structural gap rather than a personal one, and that treating it as a confidence problem is what keeps it open.

The session sets out where to find a second opinion that costs the person giving it nothing, how to tell the difference between advice and agreement, and what a leader has to build deliberately to get what somebody else was given at dinner.

WHAT THE ROOM LEAVES WITH

- Why an inherited network is an information advantage rather than a social one
- Where to find a second opinion that carries no cost to the person giving it
- How to tell the difference between advice and agreement

FORMATS

- Live keynote, 45–60 mins
- Moderated conversation or fireside, 60 mins
- Closed session for a founder or family board, 90 mins
- Keynote plus workshop, half day

Competence is rarely the constraint. Information is.

Precisely Wrong.

The question a board should settle before it approves the next AI system.

THE PROMISE

The board leaves with one written question and a standard of evidence to expect before that question is answered. It is a governance session, not a technology briefing.

WHO IT IS FOR

Boards, risk and audit committees, and executive teams about to automate a decision that carries regulatory, safety or reputational consequence.

ABSTRACT · 50 WORDS

A machine will not ask whether the record is complete. Train it on a flattering account of your business and it learns the flattery, then applies it at speed. Frank Tsuro sets out the one question a board should settle before approving an automated decision, and the evidence it should expect.

ABSTRACT · 150 WORDS

Automation does not argue with a bad brief. It will not notice that a category quietly changed meaning two years ago, or that bad news in this business travels slowly. It commits, at speed, with confidence, and in the same direction every time.

Frank Tsuro takes a board through three exposures that sit underneath any automated decision: the data it learns from, which records what was reported rather than what happened; a leadership team's unreconciled disagreements, which get executed thousands of times a day instead of being settled in a corridor; and reconstruction, because when an automated decision fails the board will be asked what the business believed, and most governance frameworks cannot answer that.

The session ends with one question written down, and the standard of evidence a board should require before anybody answers it.

WHAT THE ROOM LEAVES WITH

- Why a system trained on flattering data produces confident answers that are wrong in the same direction every time
- What happens when a leadership team's unreconciled disagreements get executed automatically, thousands of times a day
- The reconstruction question to ask after an automated decision fails, and why most governance frameworks cannot answer it

FORMATS

- Live keynote, 45–60 mins
- Board or risk committee session, 90 mins
- Facilitated working session, two hours, technology and risk in the room
- Panel or moderated conversation, as panellist or as chair

Speed is not the risk. Speed applied to an edited account is the risk.

Five shapes. Pick the one your programme needs.

Frank facilitates as often as he speaks. If none of these fits your programme, describe the session you need and he will tell you honestly whether he is the right person for it.

FORMATS

FORMAT	DURATION	BEST FOR	NEEDS
Live keynote	45–60 mins	Conference plenary, leadership summit, annual gathering	Microphone, screen, clicker
Keynote plus workshop	Half day	Executive teams applying the material to their own decisions	Room with tables, flipcharts
Closed board or executive session	90 mins	A board or executive team working off the record	A room. No slides required.
Panel or moderated conversation	45–60 mins	As panellist or as chair	Nothing beyond audio
Facilitated working session	2 hours	Getting a divided team to a written decision	Room with tables, whiteboard

A note on the workshop format

The half-day workshop is not the keynote delivered slowly. The keynote establishes the pattern; the workshop applies it to two or three decisions your own organisation has actually taken. That means a short piece of preparation from you, and it is what makes the difference between a session people enjoyed and a session that changes something.

A note on panels

Frank chairs as readily as he sits on a panel. If the programme needs a chair who will keep a panel on the question rather than letting each speaker deliver a prepared position, say so at the enquiry.

Everything you need to sell it internally.

01

BEFORE

A short call with you

15 mins to understand who is in the room, what they arrived believing, and what the programme needs them to leave with. This is the call that decides which keynote fits.

02

BEFORE

Promotional pack

Session title, a 50-word abstract and a 150-word version, three takeaways, a speaker biography at two lengths, and a high-resolution photograph. All of it is in this document, cleared for use.

03

BEFORE

Two or three background conversations

With people from your organisation, so the examples come from your world rather than somebody else's case study. 20 mins each, arranged by you, held in confidence.

04

ON THE DAY

Slides, 48 hours ahead

Supplied as PDF and as PowerPoint. Panels, firesides and facilitated sessions use no slides at all.

05

AFTER

A one-page delegate follow-up

The three questions from the talk, written so your delegates can put them to their own teams. Yours to circulate under your own branding. A template is in section 07.

A short list.

Nothing on this list is unusual. It is here so your production team can sign it off in one pass rather than in an exchange of emails.

MICROPHONE

Lapel or headset. Handheld only if the room gives no alternative, because the session uses the stage.

SCREEN

16:9. A confidence monitor on stage if one is available.

CLICKER

Supplied by the venue. Frank carries a spare.

SLIDES

Sent 48 hours ahead as PDF and PowerPoint. Fonts embedded.

LIGHTING

House lights up enough to see the room. The session takes questions.

RECORDING

Fine for open sessions, with a copy shared afterwards. Closed sessions are not recorded.

STAGE

No lectern required. Frank works from the stage rather than behind it.

GREEN ROOM

15 mins clear before the session. Not required, but it improves the first ten minutes.

SESSIONS THAT NEED NONE OF THIS

Panels, firesides, closed board sessions and facilitated working sessions require audio only. If your programme is tight on production, these formats cost you nothing to set up.

Small asks. They make the difference.

- 01 **Closed sessions are off the record, and the recording stops.** The value of a closed session is that people say the thing they would not say on camera. That only holds if it is stated at the start and visibly true.

- 02 **The most senior person in the room stays in the room.** If the chief executive leaves after the introduction, the room reads it correctly and the session becomes a training exercise.

- 03 **A short conversation with two or three of your people beforehand.** 20 mins each. It is the difference between a talk about businesses in general and a talk about the one in front of him.

- 04 **The talk keeps the part somebody expects to be softened.** Every one of these sessions has one uncomfortable passage. Removing it removes the reason to book the session.

If your programme needs a session that confirms what the audience already believes, there are speakers who do that well. Frank would rather say so at the enquiry than on the day.

A one-page handout, ready to circulate.

This is supplied after the session, adapted to the keynote delivered and to your organisation. It is yours to send under your own branding. The version below is the one that follows The Filter.

AFTER THE SESSION · THREE QUESTIONS FOR YOUR OWN TEAM

1. What did we stop raising, and when did we stop?

Ask the layer below you, not your direct reports. You are looking for a specific issue with a date attached, not a general sense that people hold back.

2. Where did the last surprise come from, and who knew first?

Trace it backwards. The gap between the person who knew first and the day you found out is the length of your filter, measured in weeks.

3. What is the most expensive thing we currently disagree about without saying so?

If two people give two different answers to this, that is the finding. Write both answers down before discussing them.

These questions are designed to be asked once, in that order, and written down. The value is in the answers you did not expect.

How to use it

- Send it within 48 hours, while the session is still current
- Send it to the delegates rather than to the sponsors, and say it is theirs to use
- Do not summarise the talk in the covering note. The questions are the takeaway

Tell Frank about the room.

Who is in it, what they arrived believing, and what you need them to leave with. Dates, budgets and formats are easy after that.

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- 01 **Book the speaking enquiry call.** 15 mins, direct with Frank, at cal.com/franktsuro/speaking. Bring the date, the room and the programme.
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- 02 **Frank confirms which keynote fits.** Sometimes it is not the one you had in mind, and occasionally it is none of them, in which case he will say so and suggest who is better placed.
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- 03 **Dates are held for 10 working days.** Long enough to get an internal approval through, short enough not to block another organiser.
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- 04 **The background conversations are arranged.** Two or three of your people, 20 mins each, in the four weeks before the session.
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- 05 **Slides arrive 48 hours ahead,** and the delegate follow-up arrives within 48 hours afterwards.
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SPEAKING ENQUIRIES

cal.com/franktsuro/speaking

ANSWERED WITHIN

Two working days

OFFICE

assistant@franktsuro.com

WEB

franktsuro.com/speaking

Every report on your desk passed through someone with something to lose.

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