

Find the cause. Fix the system.

When a problem keeps coming back, we go inside your organisation, talk to your leadership team and the people below them, and give you a written finding: what is causing it, what it is costing you, and what to change.



Three signs the problem is structural.

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

01 SIGN

It keeps coming back

You have restructured the same area more than twice and the problem returned each time. If changing the structure were the fix, it would have worked on the first attempt.

02 SIGN

Agreed in the room, not funded outside it

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

03 SIGN

The reports did not change anything

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

Four phases. The same four, every time.

Week 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16

Preserve the scene



Listen properly



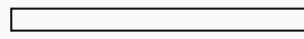
Trace the cause



Score the defences



Findings report



Alignment register



WEEKS 1-2 · PRESERVE THE SCENE

The evidence already in your business, collected before anything moves: board packs, minutes, exit interviews, the org chart and the one people actually use.

WEEKS 2-6 · LISTEN PROPERLY

One-to-one sessions across the leadership team and the layer below. Nothing is attributed. The same questions in every session, so the answers compare.

WEEKS 5-9 · TRACE THE CAUSE

A dated timeline of decisions, followed back four levels past the symptom. A failure like this usually rests on 7 to 12 small factors.

WEEKS 8-12 · SCORE THE DEFENCES

Strategy, communication, trust, accountability and escalation, each scored from the evidence. The finding is where all five have a gap at once.

The FRANK Method™

An investigation with no intervention is an expensive document. An intervention with no investigation is a guess.

F	Frame the reality The facts and the evidence in front of the team as one shared picture, so the conversation afterwards has somewhere solid to stand.
R	Reflect on alignment Whether what the team actually did matches what it agreed to do. The question is what the system was missing, not who is at fault.
A	Articulate the impact A number on it: delay, rework, replacement costs, slow decisions, penalty exposure. A board can act on a finding it can price.
N	Name the adjustments Exactly what changes, who owns each change, and how anyone outside the room could tell it was done.
K	Kickstart realignment Twelve weeks of putting the changes into practice, tracked against the register, with support withdrawn on a schedule you can see in advance.

Four documents, and one you keep using.

D1 · WEEK 1

Preliminary report

Whether this is an alignment problem, what an investigation would examine and what it would cost. If it is not warranted, the first paragraph says so.

D3 · WEEKS 12–16

Alignment register

Every change scored, owned by one named person and given a completion test somebody outside could verify. Your board keeps it.

D2 · WEEKS 10–14

Findings report

Numbered findings, one to a page: the pattern, the evidence and the consequence together, with how many people it was heard from.

D4 · +12 WEEKS

Embedding protocol

A published schedule for withdrawing support, with the register re-scored at each step.

A fixed scope, a fixed fee and a finding at the end.

No fee

The first meeting

90 minutes with the executive who would sponsor the work. It ends with a written position: the preliminary report.

From US\$35,000

The investigation

The full investigation and the intervention that closes it. 12–16 weeks, fixed at scoping.

By scope

Realignment

The fix on its own, where a sound investigation already exists and the business has not been able to act on it.

Retained

Register oversight

Quarterly re-scoring reported straight to the board, independently of the executives it measures.

SELECTED CASES, DISGUISED

TELECOMS

Three strategies, one room

Three members of the executive team working to three versions of the strategy, with no disagreement on record. Modelled at US\$38m a month.

MINING

The structure changed. The authority did not.

One reporting line restructured three times in four years. Decision rights redrawn each time; approval limits were not. R1.2bn in deferred decisions.

BANKING

Signed off three times, funded once

A core programme approved in full three years running and funded in part each time. US\$12m to US\$18m a month.



START HERE

Take the four-minute check, then book the first meeting.

franklyspeakinghq.com/diagnostic

THE FIRST MEETING

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FOUNDED AND LED BY

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