



Fix the System, *Not the Pilot.*

What aviation learned by refusing to accept human error as an explanation. A keynote for boards, executive teams and conference programmes.

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 Tsuro shows what changes in a business the day blame stops being the first question, and why a serious failure usually rests on a number of 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 Tsuro 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 a number of 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.

Three things to *use on Monday*.

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- 01 The difference between the immediate trigger and the conditions that were already in place, and what each one costs to fix
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- 02 Why a serious failure usually rests on a number of small factors rather than one big one
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- 03 What changes in a business the day blame stops being the first question
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FORMATS FOR THIS KEYNOTE

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.

Formats and *requirements.*

Nothing here is unusual. It is set out so your team can sign it off in one pass.

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	Audio only
Facilitated working session	2 hours	Getting a divided team to a written decision	Room with tables, whiteboard

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.

Panels, firesides, closed board sessions and facilitated working sessions need audio only.

Tell Frank *about the room.*

Who is in it, what they arrived believing, and what you need them to leave with. Dates are held for 10 working days while you get approval.

BEFORE

A short call with you

15 mins on who is in the room and what they need to leave with.

BEFORE

Promotional pack

Title, abstracts, takeaways, biographies and photographs, cleared for use.

BEFORE

Background conversations

Two or three of your people, 20 mins each, held in confidence.

ON THE DAY

Slides, 48 hours ahead

As PDF and PowerPoint. Panels and facilitated sessions use none.

AFTER

A one-page delegate follow-up

The three questions from the talk, yours to circulate.

SPEAKING ENQUIRIES

cal.com/franktsuro/speaking

OFFICE

assistant@franktsuro.com

WEB

franktsuro.com/speaking

FOR YOUR PROGRAMME



Headshot, colour



Portrait, monochrome



Black tie, colour



On stage, monochrome



Every photograph at full resolution, with the biographies and an introduction to read aloud.

franktsuro.com/media-kit