TOUGH TRUST METHOD

WOULD BAD NEWS REACH YOUR BOARD BEFORE THE REGULATOR?

10 COMMITMENTS THAT MAKE **TRUTH** HARDER TO HIDE AND **FRAUD** HARDER TO SUSTAIN

01 WE ASSUME THE BEST - AND VERIFY THE REST

High trust is our default. We verify the rest to enure our defualt is deserved.

WHY IT MATTERS → Soft trust collapses when the truth is over managed. Tough trust endures.

02 TRUTH COMES FIRST, AND IT TRAVELS FAST

No one will be punished for naming what they see. Bad news reaches the Board before it reached the regulator.

WHY IT MATTERS → Most governance failures are escalation failures. We remove the friction.

03 WHISTLEBLOWERS ARE RESPECTED AND CHAMPIONED

A formal, protected, monitored channel. Retaliation is a dismissable act.

WHY IT MATTERS → The Failure to Prevent Fraud offence makes safe disclosure a Board-level liability.

04 NO SECRET ZONES

Every decision, joint venture and special project is in-scope for review. Closed rooms are where fraud takes place.

WHY IT MATTERS → Silos create secrets, and secrets hide excuses. No secrets, no excuses.

05 WE RUN UNSCHEDULED DEEP-DIVES

At any moment, any team - finance, ops, supplier onboarding - may be selected for a transparancy review.

WHY IT MATTERS → Randomness is the only defence against over-polished updates.

06 WILFUL BLINDNESS IS ACTIVELY DISCOURAGED

'I didn't know' is not a defence. Curiosity about uncomfortable signals is a leadership duty.

WHY IT MATTERS → The most expensive sentence in corporate history is: 'I didn't want to know'.

07 MAVERICKS DO NOT HIJACK THE CULTURE

Disruption that breaks groundrules is not innovation - it is governance debt. We name it early.

WHY IT MATTERS → Soft trust cultures are easily hijacked. Exposure deters prospective hijackers.

08 WE LINK HIGH TRUST TO HIGH PERFORMANCE

We learn publicly from teams that combine candour and results - and celebrate their success..

WHY IT MATTERS → Tough trust is not a control regime - it's the operating system of top-performing teams.

09 WE PRACTISE WHAT WE PREACH

When the CEO has bad news, it's delivered up-front and signalled in advance.

WHY IT MATTERS → Too many CEOs tell the Board what they want to hear. Bad news is better than false news.

10 THIS COMMITMENT EVOLVES

Every few months we review what worked, what didn't, and what we now see differently. Changes are logged, dated and explained.

WHY IT MATTERS → A static commitment is a dead one. Tough trust earns its name by being re-written.

v0.1 AN HONEST ADMISSION

v0.1 admits no Board gets this right first time - and pretending otherwise is the first failure of soft trust.

BUILT TO BE RE-WRITTEN

Every Board that adopts this refines it. Evolution is the point, not a weakness.

THE EIGHTEEN-MONTH RULE

A commitment not rewritten in 18 months has lost its edge.

CURRENT VERSION: **v0.1*** AND COUNTING

Tough trust is difficult. The only way we make it real is by practising it every day, every week.

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