Developing Your Leadership Legacy

Dallas Chapter – IIA
October, 2014
Top Ten Signs You Might Be Working for a Lousy Leader

10) The Human Resources manual is still in it’s original shrinkwrap.

9) The Magic 8-ball on his desk is his only decision-making tool.

8) You walk by his office and overhear him saying “The audit force is strong in this one.”

7) The fire escape is blocked by unsold copies of his book Honest, Really, Employees are our #1 Asset.
Top Ten Signs You Might Be Working for a Lousy Leader

6) The beatings continue even after morale improves.

5) The required reading list for your training includes The Prince, Atlas Shrugged, and Game of Thrones.

   Or the required reading list for your training includes any book about cheese, fish, or lessons to be learned from fictional characters.

4) All compliments include a pat on the head, a doggy treat, and the phrase “Who’s a good boy?”
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3) Someone scribbles “Atilla” across his nameplate and, rather than erase it, he takes a selfie with it.

2) Every report comes back “Please rewrite. I don’t know what’s wrong. I just know I don’t like it.”

1) He spends all his time giving presentations on leadership
Just Who the Heck Do You Think You Are, Anyway?
The Tour

- What is Leadership?
- What is a Leadership Legacy?
- What’s Your Leadership Legacy?
- Now What?
- And Just a Little Bit More
What is Leadership?
What Isn’t Leadership
Management Isn’t Leadership
“Management is a set of processes that can ... include planning, budgeting, organizing, staffing, controlling, and problem solving.”

“Leadership is a set of processes that ... defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.”
Motivation
Isn’t Leadership
Motivation vs. Leadership

**Motivation**
Someone doing something they passionately want to do

**Leadership**
Getting someone to do something you want them to do and having them want to do it
Power Isn’t Leadership
Types of Power

• Coerce
• Reward
• Expert or Knowledge
• Legitimate
• Referent
Position
Isn’t
Leadership
Follow the Leader

- CEO
- CAE
- Executive
- Director
- Manager
- Supervisor
- Auditor
- People
You Can Lead
From Anywhere

First Follower: Leadership Lessons from Dancing Guy
So,
You Still Haven’t Answered Our Question
Why is leadership like an audit report?
Leadership is more Art than SCIENCE
Why is leadership like pornography?
We know it when we see it
So, how do you train on Leadership?
The Wrong Kind of Training

Management Training In Leadership’s Clothing

Power from the People

The Cult of Personality

Don’t Train Me, Just Follow Me
Why is leadership like ethics?
“You Can’t Train Ethics”
Awareness and Developing a Legacy
The Good, the Bad, and the Leaders

Who’s the worst person you ever worked for?

“In Your Absence”
The Good, the Bad, and the Leaders

Who’s the best person you ever worked for?

• What made them great?
• What about them springs to mind?
• What story do you tell others?
The Power of Story
(or how Sue Neal changed my life)
Home Office Called
Every day you build your story. Every action, every step, every decision you make is being viewed by those with whom you work. They are building their impressions of you based on your actions, as well as the skills and traits you exhibit.
Every day, you are building your leadership legacy.
So...

What story do you want people telling about you?
Taking Charge of your Leadership Legacy
Self-Evaluation

What’s important to you?
What do you want to be?
Self-Evaluation

Who do you admire?
Who do you...less than admire?
What are your strengths?
What are your weaknesses?

Then identify the most important traits, skills, concepts, qualities, features, etc.
Identify
Define
Prioritize
Auditing and a Bucket of Balls

Balance

Two Creative Forces
A Framework for All This Stuff

- Vision
- Alignment
- Structure
- Transformation
- Integrity
A Framework for All This Stuff

• Vision
  Developing and communicating a picture of the future that motivates individuals toward action

• Alignment

• Structure

• Transformation

• Integrity
A Framework for All This Stuff

• Vision

• Alignment
  Bringing all stakeholders together to share in the achievement of success

• Structure

• Transformation

• Integrity
A Framework for All This Stuff

• Vision
• Alignment
• Structure
  Developing the approaches which allow stakeholders to have full, successful involvement.
• Transformation
• Integrity
A Framework for All This Stuff

- Vision
- Alignment
- Structure
- Transformation
  - Supporting the engine of growth and change which allows achievement in the best ways possible
- Integrity
A Framework for All This Stuff

• Vision
• Alignment
• Structure
• Transformation

• Integrity

  The foundation of belief and trust upon which all other parts of the framework rest.
What Hath Farmers Audit Wrought?
Key Values Within Farmers Audit

• Vision
  
  Visioning: See the future
  Alignment: Join together towards the future
  Communication: Explain the future
  Passion: Belief in the future
Key Values Within Farmers Audit

• Alignment
  Empowerment: Employee involvement
  Customer Satisfaction: Customer involvement
Key Values Within Farmers Audit

• Structure
  Professionalism: Elevating leaders
  Talent Development: Elevating individuals
  Teamwork: Elevating groups
Key Values Within Farmers Audit

• Transformation
  Creativity: The driver
  Critical Thinking: The foundation
  Decision Making: The implementation
Key Values Within Farmers Audit

• Integrity

  Ethics: Doing the right thing
Cute.

What do you expect me to do with this?
The simplest, hardest thing you’ll ever do
SMART Objectives

- Specific
- Measurable
- Achievable
- Relevant
- Timely
Values supported by SMART Objectives builds your Leadership Legacy
For All of Them????

• May be too many to focus on at one time
• Pick the key ones
• Do a regular personal check on all
• Find someone who will tell you the truth
• More than one value will apply
How Tough Is It?

Passion
How Tough Is It?

Passion

• Exhibit passion by showing alignment of vision during departmental meetings
  – Include appropriate aspect of vision in the purpose of meeting
  – Describe, when appropriate, how the outcome of the meeting supports the vision
  – Obtain feedback from participants
Another Objective that Combines Values

Work with the team to identify and complete three projects designed to improve the department

• Creativity
• Teamwork
• Communication
• Empowerment
• Customer Satisfaction
• Alignment
• Decision Making
Dear Diary
The Synopsis

• Identify the values
• Put them in practice
• Measure your success
So,
What’s Stopping You?
“My people dropped the ball.”

“I forgot”

“No one told me what to do”

“That’s not the way we’ve always done it.”

“I told someone else to take care of this”

“Someone should have told me not to do that.”

“It’s not my job.”

“No one invited me to the meeting – I didn’t get the memo.”

“I’m waiting for approval”

“That’s not my department”

“Someone told me to do the wrong thing”

“If you had told me it was that important, I would have done it.”

“I didn’t know”

“I didn’t know you needed it right away.”

“It wasn’t my fault that it’s late”

“I’m too busy to do it.”

“Don’t blame me. It was the boss’s idea.”

“I thought I told you.”

“Why didn’t you ask me?”

“Nobody’s followed up with me; it can’t be that important”
The Victim Cycle

• Ignore/Deny
• It’s Not My Job
• Fingerpointing
• Confusion/Tell Me What To Do
• Cover Your Tail
• Wait and See
Accountability

A personal choice to rise above one’s circumstances and demonstrate the ownership necessary for achieving desired results
Accountability

A personal choice to rise above one’s circumstances and demonstrate the ownership necessary for achieving desired results
COSO ≠ Sox
But Wait!!!
Eternal Learning
“Yes,
If...”
Develop Your Brand
(PSF)
Take Chances

– At some point today (today!), despite “overload”...just say “What the hell” and go for it in some way or other.

– (Likewise, worry if it’s been more than a week or so since you said to yourself “what the hell”)
Allow Yourself to Fail

As long as it is in pursuit of a glorious adventure
Be Courageous

“Expediency is not courage”
- Tony Isabella
Keep Your Brain Somewhere Nearby

Any of the above without your brain is suicide
Be Passionate

About something

anything

everything

you are doing
Passion and the Right Profession

• What is the most fun you’ve had in auditing?
• What have you been excited about?
• What works for you right now?
• How memorable – to you or the customer - is what you are working on right now? (Scale of 1 to 10 – 1=insipid, 10=WOW!)
• Here’s a hint – they can all be made 10s
• Draft a manifesto – I, Fred Derf, as a leader within internal audit, believe…and then outline what it is you believe
• List 10 succinct statements describing a “cool” internal audit department (and I don’t mean cool to just internal auditors)
Are you in the right organization?
The Final Messages
Excellence is not an option

Excellence is the next five minutes

Tom Peters
Today,

How will I be a better leader?
Better Question:
Tomorrow,
What stories will they tell about me?
The way to gain a good reputation is to endeavor to be what you desire to be

Socrates
QUESTIONS?
THANK YOU!

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And you can follow on Twitter @figre