

# Leadership Skills That Can Take Internal Audit to the C Suites

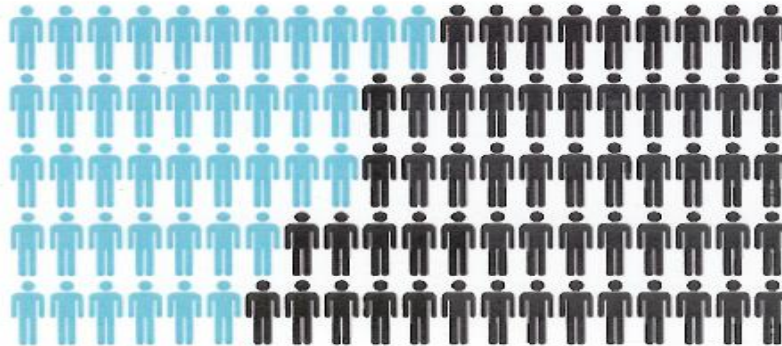


# The CAE Career Path: “Isn’t What it Used to Be”



## DESCRIPTION OF ROLE PRIOR TO CURRENT ROLE AS CAE – NORTH AMERICA

**42%** of CAEs in North America held a position outside of internal audit immediately prior to becoming CAE



Source: *The Pulse of the Profession Survey*; © 2014 The IIA Audit Executive Center.  
This figure reflects data from the North American CAE respondents of the global survey.



# **From Auditor to CAE**

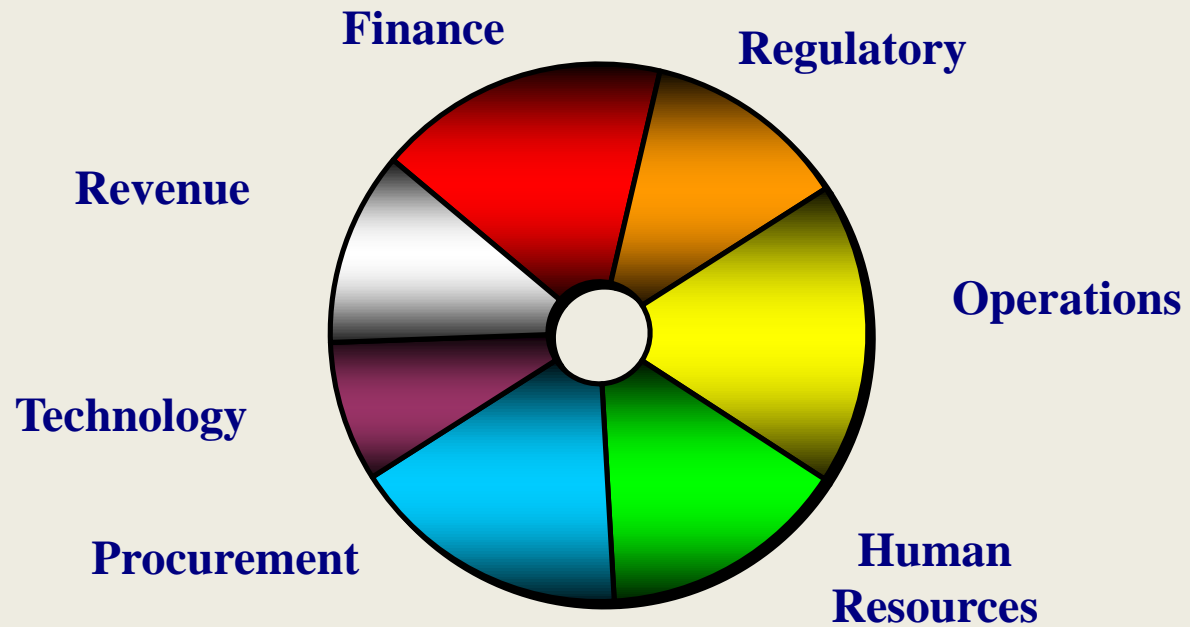
- **Know the Business**
- **Know Internal Audit Standards**
- **Audit Results**
- **Make and Retain Relationships**

*Modern internal auditing, to be successful, must be **grounded on management support and acceptance** and on imaginative service to management . . . . . The auditor must mount continuing campaign to sell his product to executive management and the products he sells must be of the quality that will **capture and keep management's interest***

**Larry Sawyer . . . . . 1973**

# What is a Company?

What Do I Bring To the Table?



# Isn't this what we should be?



"The CFO of the future will need to be the connector between the business and data scientists."

# Today's Internal Auditor

- If you are an auditor, you are probably already aware that your role is undergoing a historic transformation.
- You are no longer seen primarily as a wielder of the sharp pencil. Instead, you are the mouthpiece of focused decisions, asking the right questions and providing the right insights so that everyone understands when to say no and how to say yes.
- You help the company turn down many activities so that the few most important can thrive. **The deciding factor is strategic value.**
- The allocation of resources must now favor a company's most distinctive capabilities—those differentiating things it does particularly well that enable it to outperform competitors over time

## **The IIA says that....**

**Internal Auditors need to envision new ways to add value to their organization, and the profession as a whole.**

### **To do this:**

**Don't avoid People that can Promote you. Build Strong Relationships**

**Don't sit in the "Peanut Gallery"**

**They don't know Internal Auditors**

**Create a Brand Work across Organizational Boundaries**

**Don't "Act like an Auditor"**

**Never Go to your Boss to solve a problem**



## **And what they found was:**

- The engineers hated it. And it never was used to make promotion decisions at Google.
- “They didn’t want to hide behind a black box, they wanted to own the decisions they made, and they didn’t want to use a model,” said Setty, who headed up human resource analytics at financial services firm Capital One [before joining Google](#).
- The takeaway is that people need people.

# **Are You** **Indispensable**

**Oprah Winfrey**

- Quote: "*You become what you believe.*"

**Do You Have**

• **CONFIDENCE**

**Do You**

- **DELIVER**

A close-up photograph of a person's hand holding a white rectangular card. The hand is positioned at the top and sides of the card, with the fingers visible. The background is a blurred, light-colored surface, possibly a wall or a piece of fabric. The card contains the name 'Michael J. Fucilli' and the email address 'mikefaud1@msn.com' in a simple, black, sans-serif font.

Michael J. Fucilli

mikefaud1@msn.com