



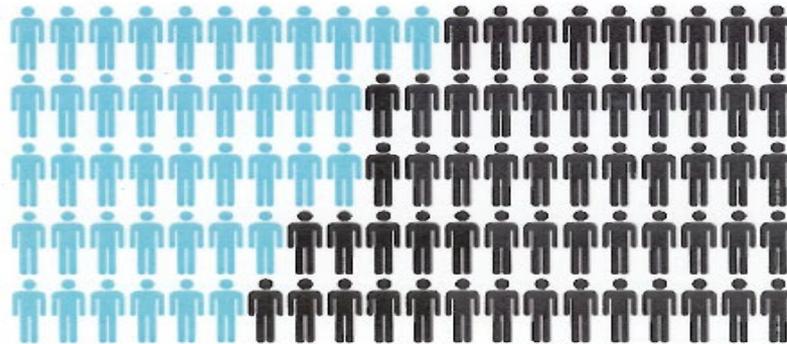
# LEADERSHIP SKILLS THAT CAN TAKE YOU TO THE C SUITE

# 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.



- ▶ A Study found :
- ▶ Only 11% of people are in jobs that fit their personality
- ▶ Since the Pandemic, soft skills are no longer an option. They are essential
- ▶ Technical skills can only take you so far

- ▶ 78% of jobs wanted soft skills
- ▶ 61% said soft skills are just as important as technical skills

# HOW DO YOU GET PROMOTED AT GOOGLE

$$\text{Odds} = e^{-22.216 - (5.227 \times \text{AvrgPerf}) - (2.732 \times \text{MgrRecommded}) - (.971 \times \text{SelfRecommended})^*}$$

$$\text{Probability (\%)} = \frac{\text{Odds}}{1 + \text{Odds}}$$

re:Work

## 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,”
- ▶ The takeaway is that people need people.

# FIVE KEYS

- ▶ **Coachability (26%)**: The ability to accept and implement feedback from bosses, colleagues, customers and others
- ▶ **Emotional Intelligence (23%)**: The ability to understand and manage one's own emotions, and accurately assess others' emotions
- ▶ **Motivation (17%)**: Sufficient drive to achieve one's full potential and excel in the job
- ▶ **Temperament (15%)**: Attitude and personality suited to the particular job and work environment
- ▶ **Technical Competence (11%)**: Functional or technical skills required to do the job

▶ **“I use blue book standards”**

**DON'T FORGET THE POWER OF A SMILE.**

**A STUDY SHOWED INTROVERTS SHOULD SMILE MORE.**

**IT MAKES CONNECTIONS.**

# COACHABILITY

Find a Mentor on Your Own

Be Patient

Be willing to invest in yourself.

Your career is your biggest asset, so it will require some financial investment

## Scoring

- ▶ Positively YES = 5
- ▶ Mostly Yes = 4
- ▶ Undecided = 3
- ▶ Mostly No = 2
- ▶ Positively NO = 1

# TEST YOUR ATTITUDE

- ▶ **1. Do you finish each task you begin?**
- ▶ **2. Do you realize your weaknesses and attempt to correct them?**
- ▶ **3. Are you courteous to your fellow workers?**
- ▶ **4. Can you work well with those you dislike?**
- ▶ **5. Are you usually well-groomed and neatly dressed?**
- ▶ **6. Are you a good loser?**

YES 5; MOSTLY YES 4; UNDECIDED 3; MOSTLY NO 2; NO 1

Yes 5; Mostly Yes 4; Undecided 3; Mostly No 2; No 1

**7. Are you careful never to interrupt when another person is speaking?**

**8. Do you control your temper?**

**9. Do you speak well of your employer?**

**10. Do you keep promises?**

**11. Do you organize your work and keep up with it?**

**12. Do you readily admit your mistakes?**

- ▶ Below 30 – You need to seriously overhaul your attitude
- ▶ From 30 to 42 – Your attitude needs improvement in certain areas
- ▶ From 43 to 54 – Your attitude toward others is commendable
- ▶ From 55 to 60 – You're too good to be true

## THE RESULTS

# EMOTIONAL INTELLIGENCE

- ▶ **Successful people are passionate about what they do** - "if you love what you're doing, it will be so much easier to develop the other success traits"
- ▶ **Successful people work hard while having fun** - 80% of your work should be enjoyable and the remaining 20% should consist of the serious, not-so-fun stuff.

# THE MAIN SECRET – BE YOURSELF

- ▶ When in the workplace, the biggest mistake you can make is copying people around you rather than being yourself
- ▶ Be the unique, crazy eccentric you that your friends and family love, and gravitate towards – Whatever that means for you

- ▶ Decide what matters to you most (Position, Prestige, Money)
- ▶ Live Your Passion and the Money will come
- ▶ Work Harder on yourself than anything else

## TOP THREE PIECES OF CAREER ADVICE

- ▶ **1. Attend as many events as possible.** "There's an unstated expectation that you come to networking events to support people. As a result, there are many people who are more than willing to help perfect strangers find a job, exchange contacts or give meaningful advice," says Michael Price, author of "What Next? The Millennial's Guide to Surviving and Thriving in the Real World." "But the key is to meet those people face-to-face." In other words, get off social media and start making real, human connections because no one can tell how charming you are over email.
- ▶ **2. Set networking goals.** "Before attending any event, you should have a clear purpose of why you're going," says Ricardo Trigueiro, director of international marketing for image and brand development firm CHUVA group. "Is it to meet as many people as possible to build your contact list? Or is it to meet a particular person?" Then make sure to accomplish your goal before the event is over.

## TOP NETWORKING MOVES

- ▶ **3. Craft the perfect reply to "What do you do?"** It may sound like a no-brainer, but you want to tell someone about your job in a way that encourages conversation as opposed to shutting it down, says Trigueiro. If you're Trigueiro, the obvious answer for what he does is: "I am an image consultant." But he prefers something more like: "I help professionals enhance their visibility, image and performance in the workplace." The latter is a better way to pique curiosity and open a dialogue.
- ▶ **4. Come armed with questions.** "The key to interviewing and landing a job is to interview the interviewer," says Price. After all, you're on as much of a fact-finding mission as they are, so gather as many clues about the company's culture and job expectations as possible. "Strong questions also let the interviewer know how you think and how intellectual you are," Price says. "Think of it as a game of mental chess. They may not admit it, but they secretly want you to stump them."

- ▶ **5. Take an improv class.** "It can develop your ability to listen more carefully, build on the ideas of others, solve problems creatively and get comfortable with risk -- and even failure," says Milo Shapiro, author of "Public Speaking: Get A's, Not Zzzzzz's!" "My improv years did as much to help me with my corporate job as my college training," Shapiro says.
  
- ▶ **6. Get out of the country.** Spending time abroad -- even if it's just personal travels -- is good experience to have in an increasingly global economy. "When I speak to my 30-something friends, nearly all of them say they wish they had traveled before launching their professional careers," says Chaz Pitts-Kyser, author of "Careeranista: The Woman's Guide to Success After College." "Through travel, you can gain an amazingly broad view of the world -- and maybe even find new career opportunities."

- ▶ **7. Be willing to invest in yourself.** Your career is your biggest asset, so it will require some financial investment, says Eddy Ricci Jr., author of "The Growth Game: A Millennial's Guide to Professional Development." "Don't be afraid to invest in a library of self-help career books, lunches and dinners with influential people, and ongoing courses to build a career bedrock."

# THREE KEYS:

- **Getting Access to the Right Opportunities is about Knowing the Right People**
- **The Secret to Standing Out is Being a Giver – What do You Bring to the Table**
- **People Are Just People – Don't Be Afraid or Over respectful to talk to them**

# FROM AUDITOR TO CAE

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

ARE YOU

Indispensible

**Oprah Winfrey**

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

DO YOU HAVE

▶ CONFIDENCE

DO YOU

▶ DELIVER

- ▶ Your immediate supervisor THE most important person to you
- ▶ I had to give up the need to have it my way (until I was sitting in the chair)
- ▶ Communication: studies show 7% message, 38% tone; 55% body language □

# CORE COMPETENCIES

IDENTIFIED BY CEO'S

- ▶ **Political Savvy**
- ▶ **Communication & Partnership**
- ▶ **Vision**
- ▶ **Critical Thinking & Decision Making**
- ▶ **Adaptability**