**Instructions**

**Situation: You are the CAE and realize that you need to develop succession plans for Key Managers in your group. The key areas that need development are listed below**

**Identified Critical Tasks/ skills:**

1. **Conduct Risk Assessment for each business function and align the risks with the planned audit procedures for each engagement.**
2. **Leadership – supervise and lead a team of 3-6 staff professionals**
3. **Interact and collaborate with internal client senior management (this includes agreement on scope, timing and presenting periodic updates and observations)**
4. **Report writing - Draft risk-based observations and recommendations that are considered valuable to the internal client.**
5. **Identify new areas and tools that will enhance the audit process and help deliver value added observations *(for this exercise assume the identified tool is Data analytics)***

**To Do: Using the development worksheet, identify activities that you would recommend for the employee to obtain or improve their skills in each area.**

**Methodology**

**Break into 5 Groups and create development plans for one of the five areas below.**

* **Each group will work on one area below.**
* ***Identify a spokesperson and they will share their suggestions with the group after the breakout session.***
* **Group assignments are as follows:**
* **Group 1- Risk Assessment**
* **Group 2- Leadership – Supervision**
* **Group 3 - Interact and collaborate with senior management**
* **Group 4 – Report Writing**
* **Group 5 – IA use for Data Analytics**

| **Key Tasks or Skills**  ***(Notice the skills developed are likely transferable to other functions in the organizations)***  **(Phase 1)** | **Skills needed (ok to edit as needed)**  **(Phase 2)** | **To Do – Create Development Plans for each Skill.**  ***(Note: You may need more than 1 development task for each skill)***  ***(Phase 3)*** |
| --- | --- | --- |
| 1. **Conduct Risk Assessment** | 1. Understand objectives (and use of the) Risk Assessment (RA) 2. Understand your organization’s RA process. 3. Understand Business units and organizational objectives (also ask what would prevent you from achieving the goals) 4. Understand key competitors and industry metrics. 5. Experience interviewing the process owners 6. Other? | 1.  2.  3.  4.  5.  6. |
| **2. Leadership – Supervisor** | 1. Appropriate technical skills and experience performing similar projects (including scoping, objective setting, developing the audit program steps) 2. Project management skills (including staffing, budgeting and avoid scope creep[[1]](#footnote-1)) 3. Assess project status and risks to completion. (Also, providing clear status reports to Audit Directors) 4. Experience assigning tasks, reviewing work and providing performance-based constructive feedback 5. Experience interacting with senior management and making presentations (builds confidence) 6. Others? | 1.  2.  3.  4.  5. |
| **3. Interact and collaborate with senior management** | 1. Presentation and Public Speaking skills 2. Communication skills (oral and written) 3. Meeting Preparation and Planning 4. Understand Business units and Organizational objectives (and key risks) 5. Understand key competitors and industry metrics. 6. Status reporting 7. Others? (such as PowerPoint skills) | 1.  2.  3.  4.  5. |
| **4. Report Writing** | 1. Understand Business units and Organizational objectives (and key risks) 2. Understand key competitors and industry metrics. 3. Ability to align audit objectives, audit observations, risks and business unit objectives (critical to build confidence and ensure the observations are relevant)   *Note: the first 3 skills are not traditional writing skills but are critical when drafting an effective audit report*   1. Business writing and communication skills 2. Presentation skills 3. Experience drafting audit reports or sections of the audit report 4. Others? | 1.  2.  3.  4.  5. |
| 1. **Identify data analytics application in current audit process** | 1. Understand Business units and Organizational objectives (and key risks) 2. Understand key competitors and industry metrics 3. Ability to align audit objectives, audit observations, risks and business unit objectives. 4. Some knowledge about the business units’ systems and database format 5. Ability to research and identify possible applications used by other organizations. 6. Data analytics training (IIA, AICPA, others) 7. Experience using the data analytics tool. 8. Others? | 1.  2.  3.  4.  5.  6. |
| **## Copyright material - Joseph E Iannini Used with permission** | | | |

**Key observations / takeaways when building business skills for Succession Planning for more complex areas:**

1. ***The best solution is what works for your team. Consequently, the “best answers” will vary depending on many factors such as the size of the group, complexity of the task, staff experience, etc. The objective is to sharpen your skills; aligning the task with developmental activities.***
2. **You are a business professional first and an Internal Auditor, Business Consultant, Finance, Treasury, and/or IT professional second!!**
   1. *Developing a broader perspective by learning other processes and skills*. This may be the message used to “sell” the staff on developing useful, business skills and career development.
3. Notice the skills needed are broad and they may be transferable in many areas.
4. Key skills that are the baseline for many business tasks. They may include multiple skills such as:
   1. Research and preparation experience – Critical to understanding the business units, its objectives, industry and competition. This makes you knowledgeable, relevant, and builds confidence.
   2. Ability to align your observations to business risks – This is key to provide valuable feedback and context. Answers the question, *“Why should we care?”*
5. Do not spend excessive time on professionals that do not want to be developed!
   1. Suggestion – Have the employee focus on documenting their processes and take basic training

(I.e. LinkedIn, other webinars and self-study)

1. **If you do not follow-up during monthly (bi weekly) one- on-one sessions and agree on target goals, this will only be the “flavor of the month” and soon forgotten**.
2. Do not start this process during a busy time (season) when staff is already overwhelmed.
3. Start small with 1-2 professionals that have high potential.
4. Remember – this is more like a marathon than a sprint; focus on short-term goals that align with long-term objectives.

1. [↑](#footnote-ref-1)