AuditCon

by ACUA

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Going from Good to Great!

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Introduction

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- 15 years auditing in Higher Ed
- Husband and dad
- Bourbon enthusiast

- Goals for today
- My journey with **Good to Great**

Good to Great Concepts

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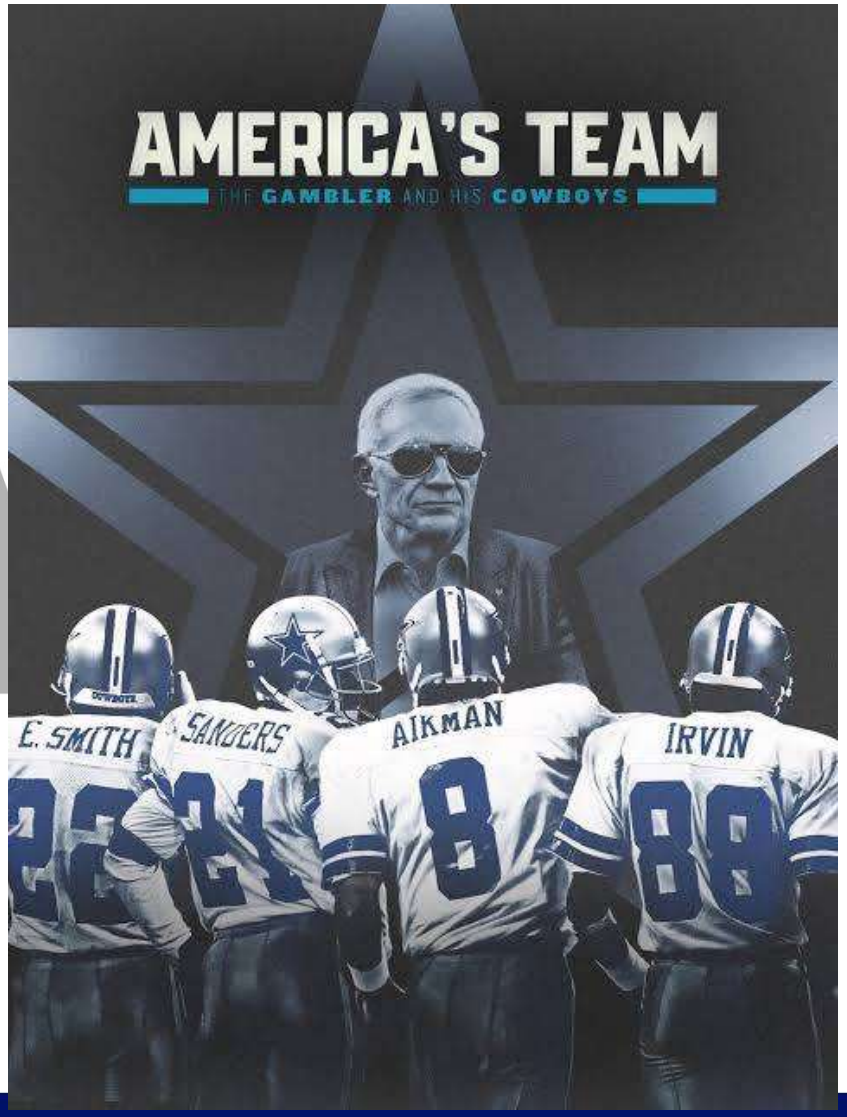
1. Confront the Brutal Facts
2. Culture of Discipline
3. First Who, Then What
4. The Flywheel
5. Level 5 Leaders



Source: https://www.jimcollins.com/concepts.html ; https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcT_yUTDJ43asOXQr27Jw-DxcnjAWUVyJ1GbnV0S3W1oJHI56OK3

Pre-Jerry Jones Era

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- Formed in 1960
  - Head Coach - Tom Landry
  - President and GM - Tex Schramm
- 9 NFC East Divisional Championships 1970,71,73,76,77, 78,79,81,85
- 4 NFC Championships 1971,75,77,78
- 2 Superbowl wins 1971,77
- Bought by Jerry Jones after the 1988 season

Source: https://en.wikipedia.org/wiki/Dallas_Cowboys
https://en.wikipedia.org/wiki/Tom_Landry#/media/File:Tom_Landry_sculpture.jpg

1. Confront the Brutal Facts

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Productive change begins when you confront the brutal facts.

- In 1988:
  - The Cowboys had not been to a Superbowl in 10 years.
  - Record was 3-13.
- Actions:
  - Fired Coach Landry
    - Installed Jimmy Johnson
  - Fired President and GM Schramm
    - Installed Jerry Jones

2. Culture of Discipline

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Disciplined people,
Disciplined thoughts,
Disciplined actions.

- Coach Johnson demanded players' best
  - Pushed for greatness
- Player "extra-curricular activities" were monitored
- Released backup RB Derrick Lassic after multiple fumbles in one game.

3. First who, then what.

Those who build great organizations make sure they have the right people on the bus and the right people in the key seats before they figure out where to drive the bus.

Source: The Crimson White

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3. First who, then what.

Year	Action	Record
1988	Draft Michael Irvin, WR	3-13
1989	Hired Jimmy Johnson, HC Draft Troy Aikman, QB Trade away Hershel Walker, RB	1-15
1990	Draft Emmit Smith, RB	7-9
1991	Hired Norv Turner, OC	11-5
1992	Traded for Charles Haley, DE	13-3

4. The Flywheel

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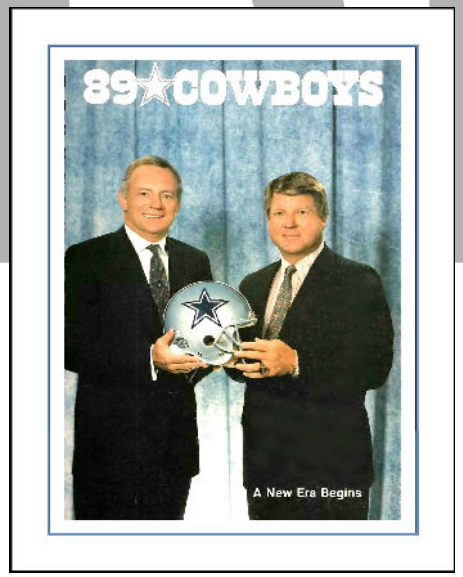
In building a great company, there is no single defining action, no grand program, no one killer innovation, no solitary lucky break, no miracle moment.

Rather, the process resembles relentlessly pushing a giant, heavy flywheel, turn upon turn, building momentum until a point of breakthrough, and beyond.

4. The Flywheel



Year	Record
1989	1-15
1990	7-9
1991	11-5
1992	13-3
1993	12-4
1994	12-4
1995	12-4

Cowboys 1992-1995

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- 4 NFC East Divisional Championships
- 3 NFC Championships
- 3 Superbowl wins

Source: https://alldlls.com/why-jerry-jones-will-remain-dallas-cowboys-gm/

Cowboys since 1995 (30 years)

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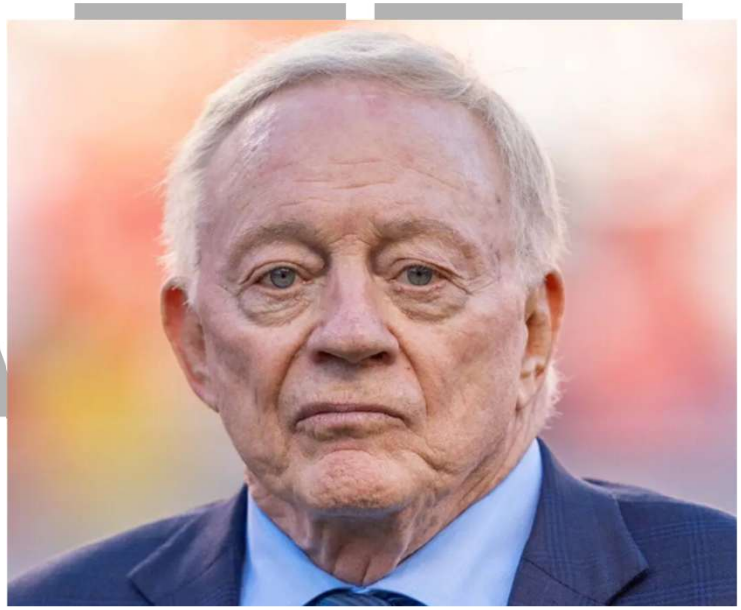
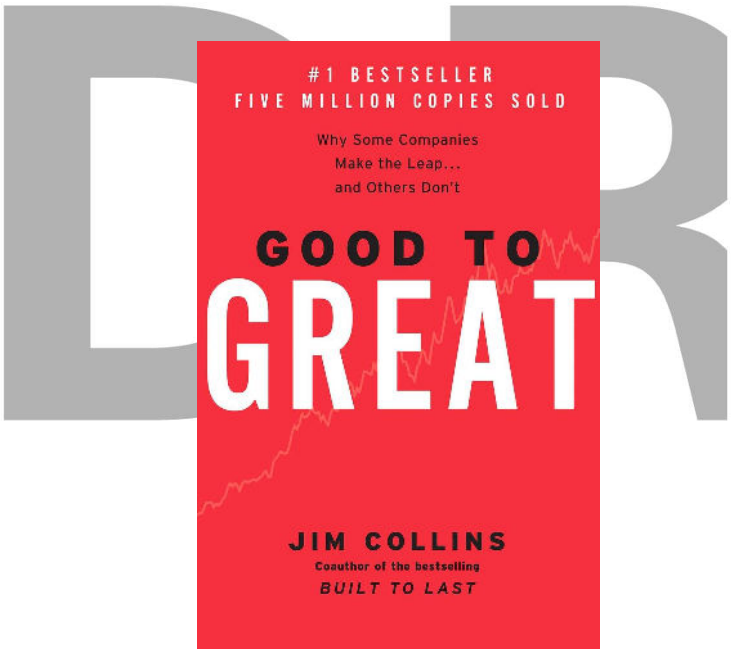
- 11 NFC East Divisional Championships
- 0 NFC Championships
- 0 Superbowl wins



Source: https://alldlls.com/why-jerry-jones-will-remain-dallas-cowboys-gm/

5. Level 5 Leaders



Source: Jim Collins and Travis Hostetter - https://www.travishostetter.com/blog/level5leadership

“…blend of personal humility and professional will.”

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“There’s nobody that can f---king come in here … and be a GM any better than I can.”

-Jerry Jones, 2024

Source: https://alldlls.com/why-jerry-jones-will-remain-dallas-cowboys-gm/

Management vs. Leadership

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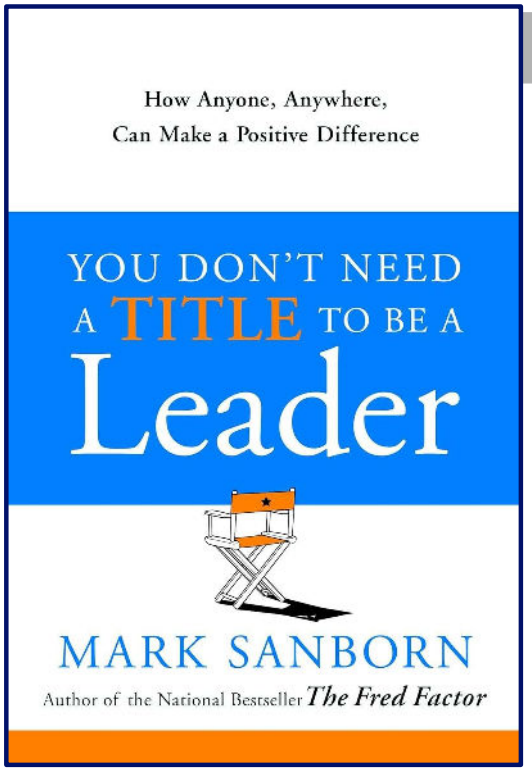
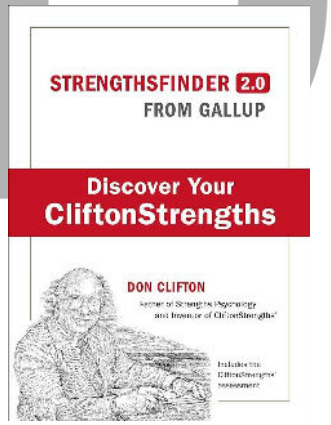
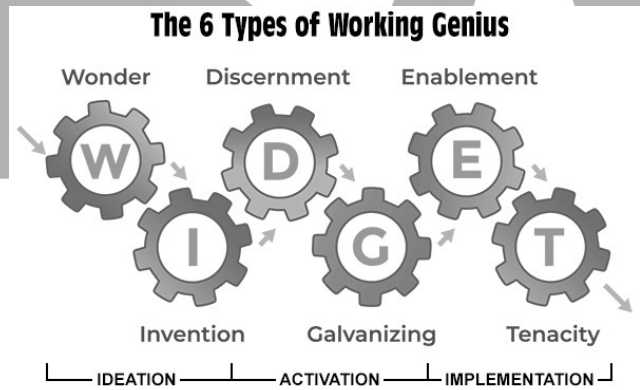
- **Management** – maintaining order and efficiency through planning, organizing, and controlling resources to achieve goals.
- **Leadership** – inspiring and motivating others to embrace a shared vision and work toward collective success.

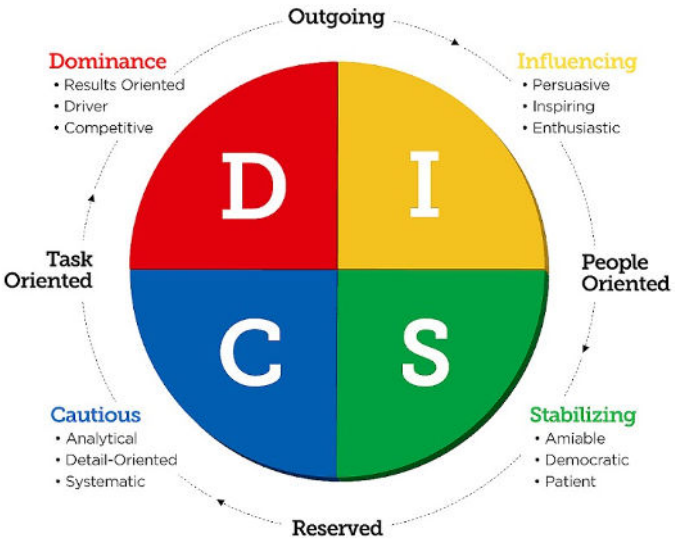


Building an effective audit team

- Get the right people on the bus.
- Confront your brutal facts.







Source: Patrick Lencioni -
https://www.leadershipnow.com/leadingblog/2022/09/the_6_types_of_working_genius.html#google_vignette

Influencing your organization

- The Flywheel
- Culture of discipline.
- Level 5 Leadership

Influencing your organization

- Be yourself
- Put yourself in situations to interact with others
- Share resources
- Track “consultations”
- Who are your “Top 5”?

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Influencing your organization

- Know your environment
- “Audit said…”
- “Thou shall not…”

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Source: World History Archive / Alamy Stock Photo
https://www.biblicalarchaeology.org/daily/biblical-topics/bible-interpretation/understanding-israel-10-commandments/

Influencing your organization

- Prior audit recommendation – all billing must run through central Accounting
- Unintended result – inefficient, duplicate data entry by Accounting staff
- What would you do?

Who is this guy?

Source: ABC

Becoming a “Trusted Advisor”

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- Help others – when they want the help.
  - Nobody likes a know-it-all.
  - Move at their speed.
- **Stay humble** – this ain’t about you.
  - It’s ok to say, “I don’t know.”
  - Let other’s sing your praise – word will get around.

Recap

Good to Great Concepts

1. Confront the Brutal Facts
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Be a **leader,** not a manager.

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Jim Collins Concepts

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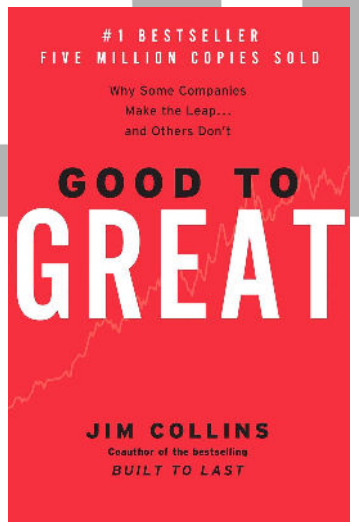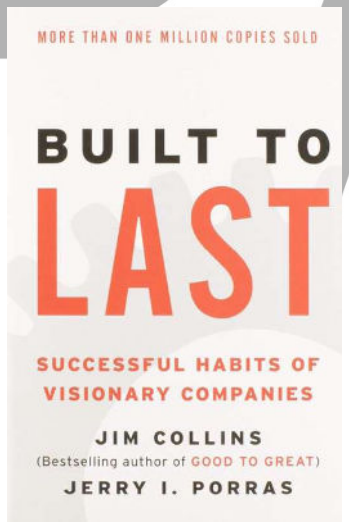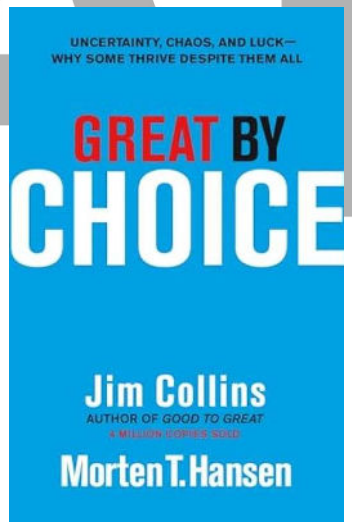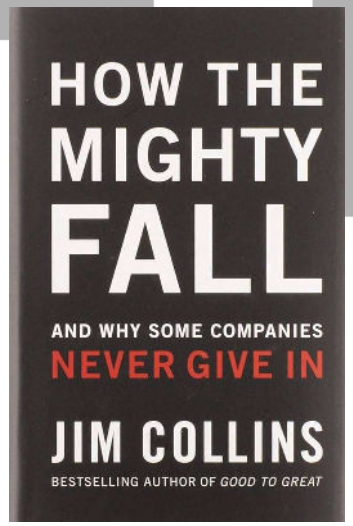
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