



 GLOBAL COUNCIL 2017
19-22 FEBRUARY / ROME, ITALY

2017 GLOBAL COUNCIL

Rome, Italy
19-22 February



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Strategic Planning

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Senior Vice Chairman of the Board

2015–2020 Global Strategic Plan

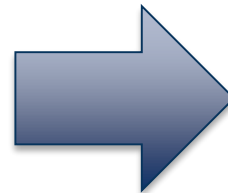
- Approved by the Global Board of Directors in December 2014
- Outlines The IIA's Global:
 - Vision
 - Core Purpose (Mission)
 - Core Values
 - Strategic Goals



2015–2020 Global Strategic Plan

- Has served The IIA well:
 - Drives IIA HQs annual goals and objectives
 - Informs the development of a North American Strategic Plan
 - Informs the development of many individual Institute strategic plans
- Yet, it is time for a refresh...

Developing a 2019–2023 Global Strategic Plan



Developing a 2019–2023 Global Strategic Plan



- This Global Council begins the process for refreshing our Global Strategic Plan
- We will hold a number of regional events seeking input, beginning with the AFIIA Conference in May
- We will reconvene with you at the 2018 Global Council to share with you what we learn during 2017

Developing a 2019–2023 Global Strategic Plan

- We will propose a new/revised 2019 – 2023 Global Strategic Plan to the Board for approval in Dubai in May 2018
- New plan will be timed well to inform 2019:
 - budgeting at IIA HQ, and
 - Institute-level planning



Developing a 2019–2023 Global Strategic Plan

- Key changes to Strategic Planning this cycle:
 - √ Timing
 - √ Broader based input
 - √ Addition of SWOT analysis
 - √ Addition of identification of Core Competencies



Evaluating Key Elements of the Plan

- In advance of today's session:
 - We asked you a series of evaluative questions regarding the 2015-2020 Global Strategic Plan
- We have compiled your feedback ... and what you told us was ...



Evaluating Key Elements of the Plan

- Survey demographics

- Total number of responses = 101 of 116 (87%)

- Of those registered to attend = 96%!

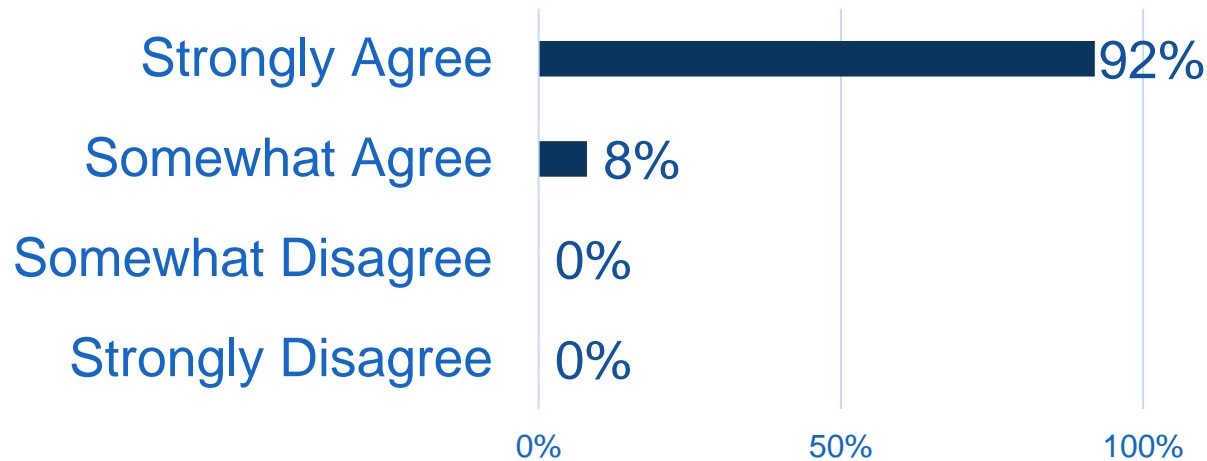
- Geographic dispersion of responses:

- 21% Africa
- 35% Europe
- 17% Asia/Pacific
- 2% North America
- 17% S/Cent Amer/Caribbean
- 8% Middle East



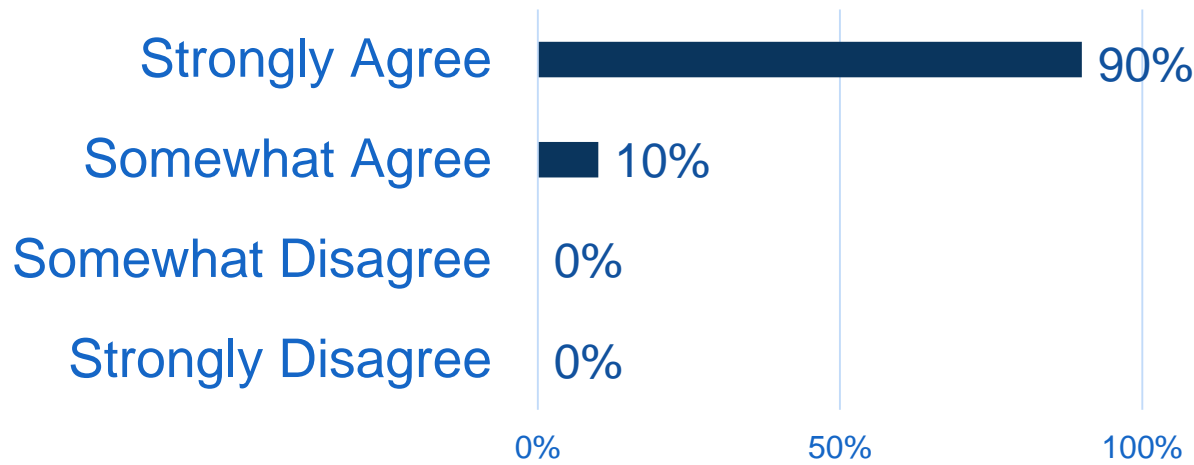
The IIA's Core Purpose (Mission)

“To lead the global profession and advance its value.”



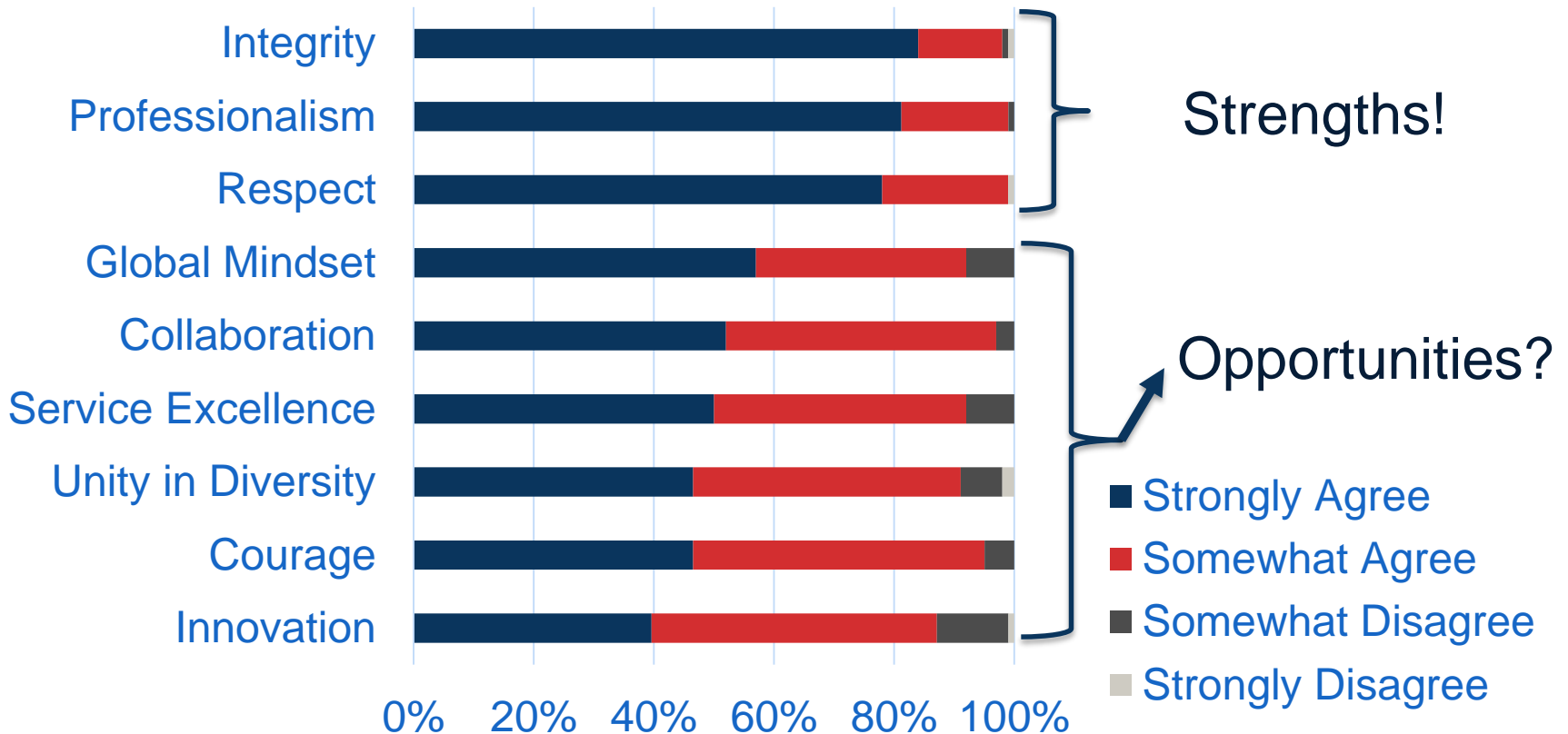
The IIA's Vision

“Internal Audit Professionals will be universally recognized as indispensable to effective governance, risk management, and control.”



The IIA's Core Values

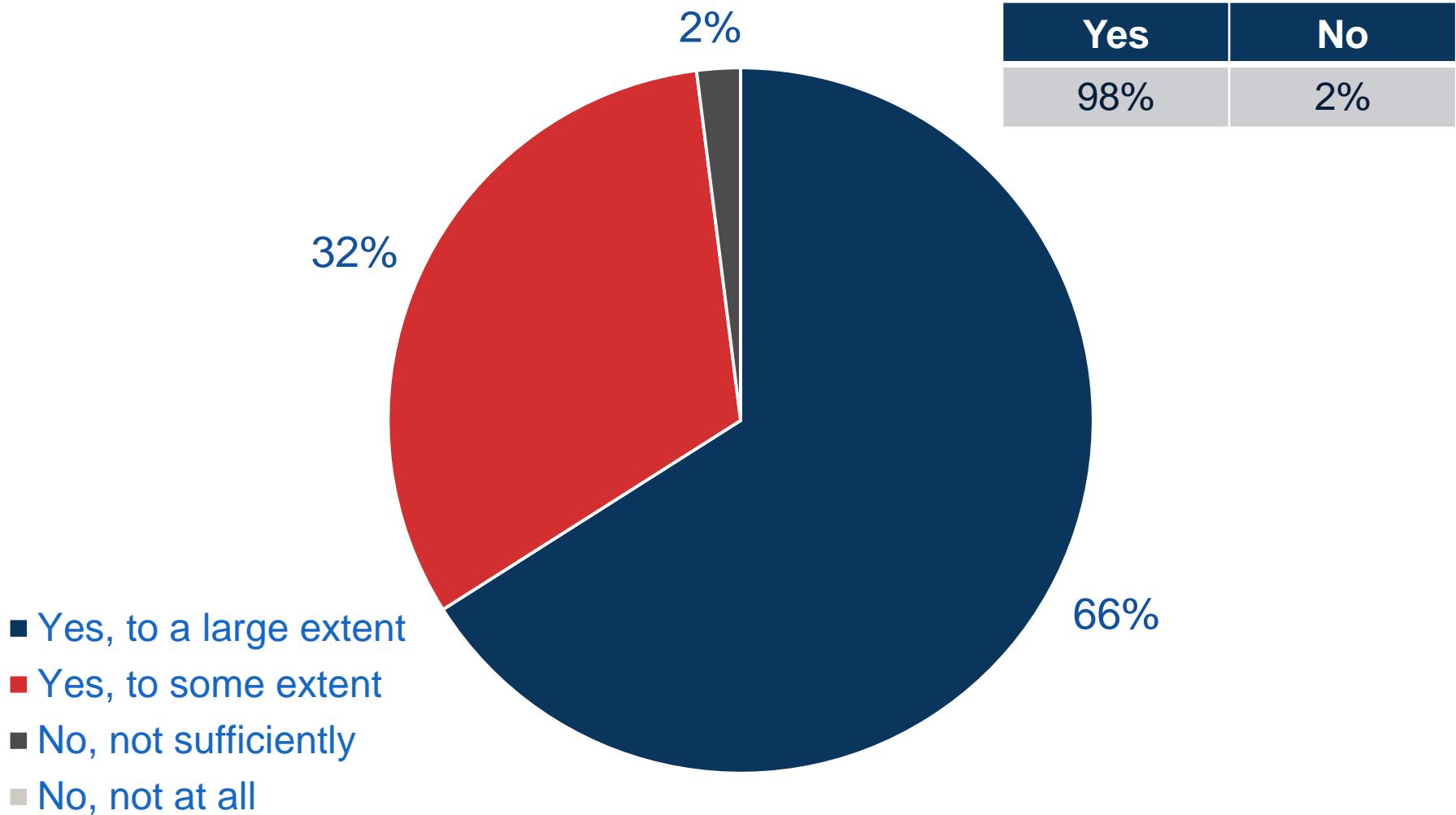
Do you feel The IIA operates in accordance with its espoused core values:



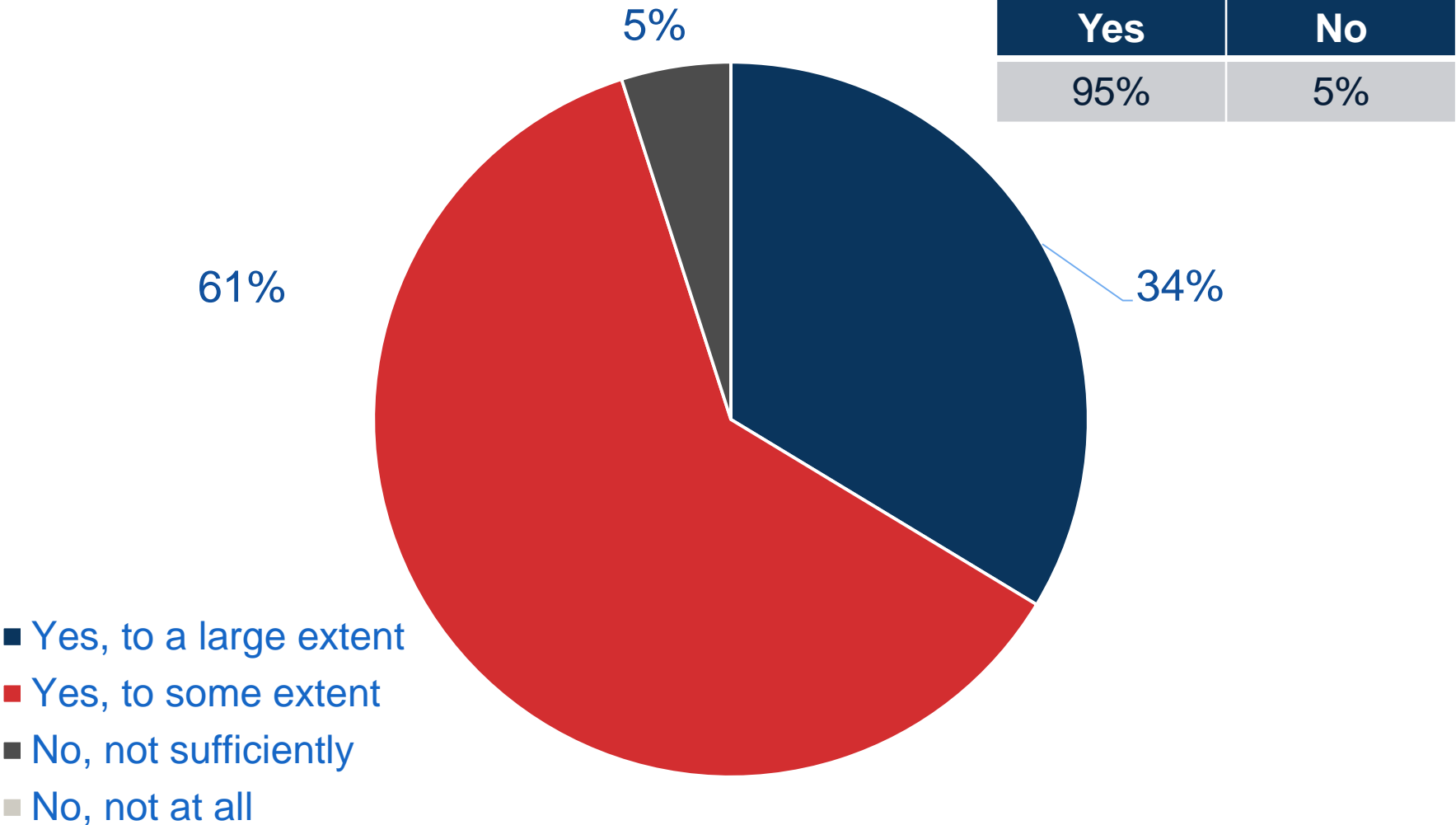
Addressing Needs

- The 2015-2020 Strategic plan addresses:
 - The needs of the profession?
 - The needs of your members?
 - The needs and expectations of internal audit stakeholders?
- Note: Exploring this further is one of the key breakout discussion questions ...

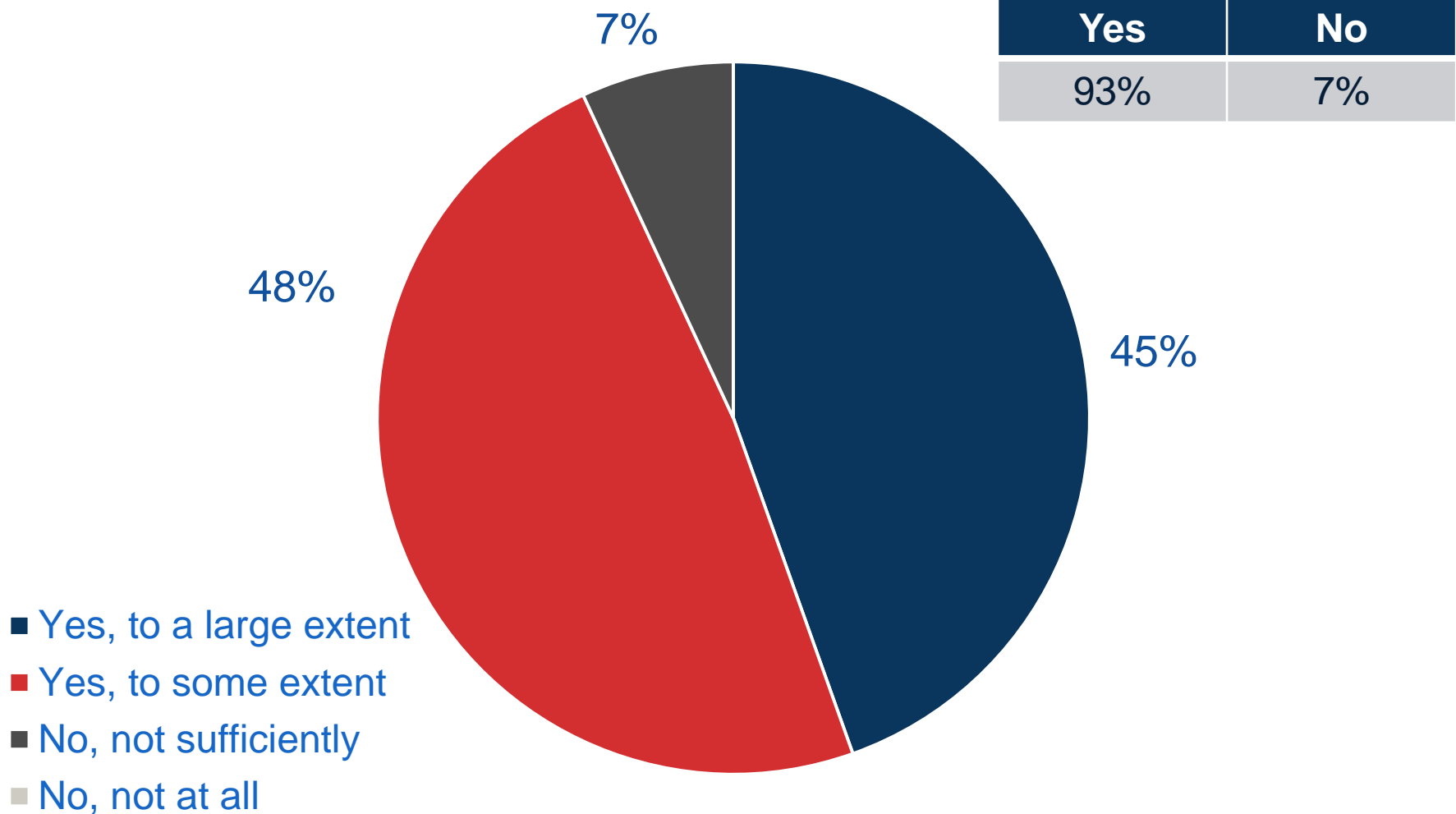
Addressing The Needs of The Profession



Addressing The Needs of Your Members



Addressing Needs and Expectations of Stakeholders



Assessing Relevance

- Your assessment of the relevance of each of the five strategic plan goals ...
 - Professionalism
 - Advocacy
 - IIA as Leader
 - Capacity
 - Sustainable Value

Assessing Relevance

GOAL 1: PROFESSIONALISM

- The IIA will lead the profession through the development of timely and relevant knowledge, global guidance, and career path guidelines.

Extremely Relevant	83%	} 98%
Very Relevant	15%	
Moderately Relevant	2%	
Somewhat Relevant	0%	
Not at all Relevant	0%	

Assessing Relevance

GOAL 2: ADVOCACY

- The IIA will raise the profile of and demand for the profession to ensure it is recognized as an indispensable resource by key stakeholders.

Extremely Relevant	78%	} 98%
Very Relevant	20%	
Moderately Relevant	2%	
Somewhat Relevant	0%	
Not at all Relevant	0%	

Assessing Relevance

GOAL 3: IIA as LEADER

- The IIA will be recognized as the leading voice for internal auditing.

Extremely Relevant	72%	} 93%
Very Relevant	21%	
Moderately Relevant	7%	
Somewhat Relevant	0%	
Not at all Relevant	0%	

Assessing Relevance

GOAL 4: CAPACITY

- The IIA will collaborate globally to expand the capacity of the profession.

Extremely Relevant	59%	} 95%
Very Relevant	36%	
Moderately Relevant	5%	
Somewhat Relevant	0%	
Not at all Relevant	0%	

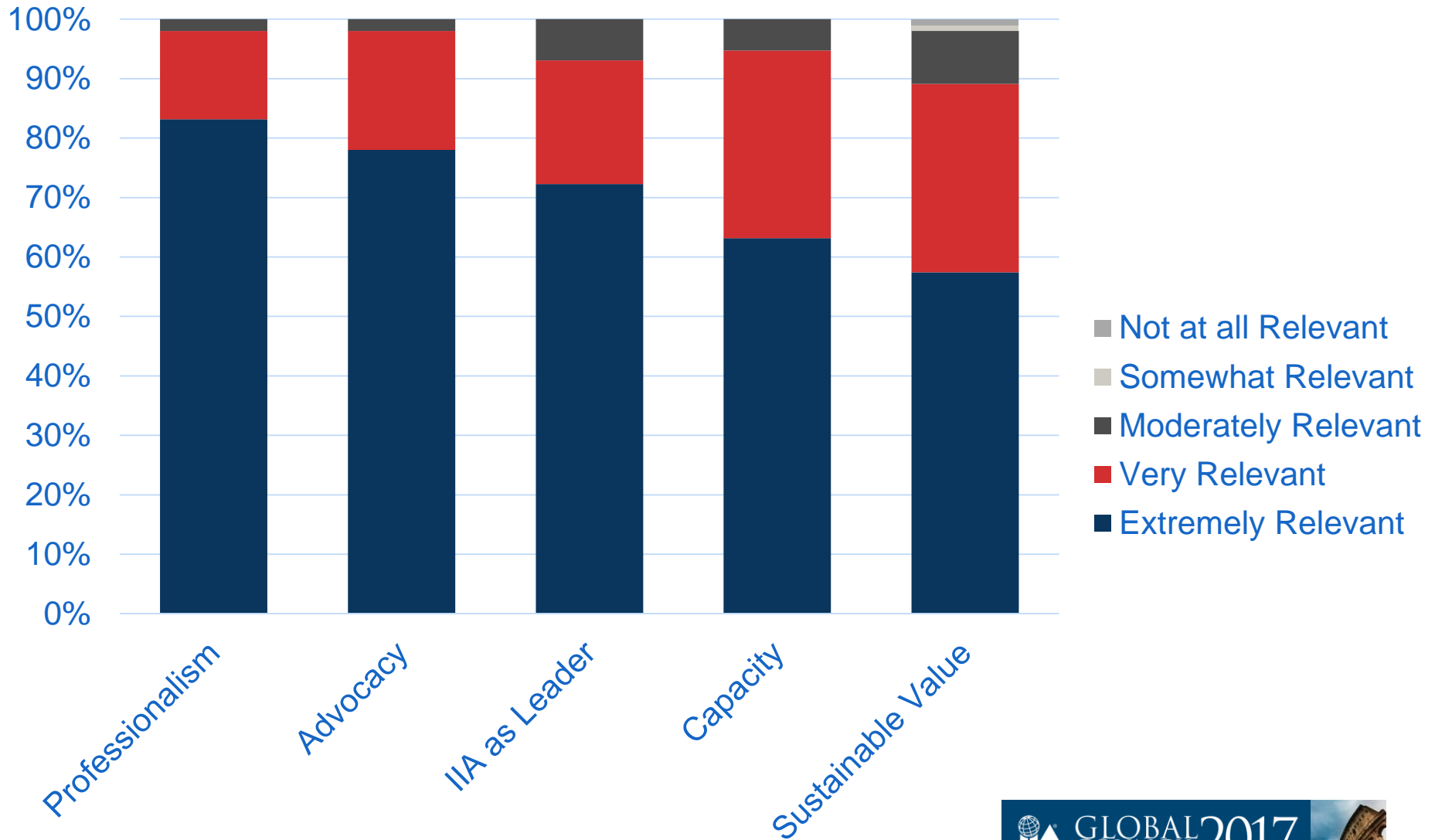
Assessing Relevance

GOAL 5: SUSTAINABLE VALUE

- The IIA will deploy both financial and business models that generate value for members.

Extremely Relevant	57%	} 89%
Very Relevant	32%	
Moderately Relevant	9%	
Somewhat Relevant	1%	
Not at all Relevant	1%	

Assessing Relevance





Breakout Discussions

Primary Questions

- What should The IIA's top 3 strategic priorities be for the next 3 to 5 years?
 - You came prepared to share and discuss your own top 3
 - Then, through discussion and consensus building, we ask that each table prioritize their overall top 3

Primary Questions

- What needs and expectations are not being addressed in the current strategic plan?
 - Consider the needs of:
 - The profession
 - Your members
 - Stakeholders of the profession

Secondary Questions

- As time permits, please also discuss:
- Your suggestions on how the Global Strategic Plan could address:
 - The many differences in maturity of the profession across geographies.
 - The many differences in maturity of IIA affiliates around the world.

Secondary Questions

- As time permits, please also discuss:
- And, lastly, are there any core values you propose adding or deleting, and why?
 - Collaboration - Courage - Unity in Diversity
 - Global Mindset - Innovation - Integrity
 - Service Excellence – Respect - Professionalism