



 GLOBAL COUNCIL 2017  
19-22 FEBRUARY / ROME, ITALY

# 2017 GLOBAL COUNCIL

Rome, Italy  
19-22 February



# Discussion Session Preliminary Results



GLOBAL  
COUNCIL 2017



# High Level Themes

- Trends identified in the summary notes received from scribes
- In depth, full analysis will be performed and communicated in a final report



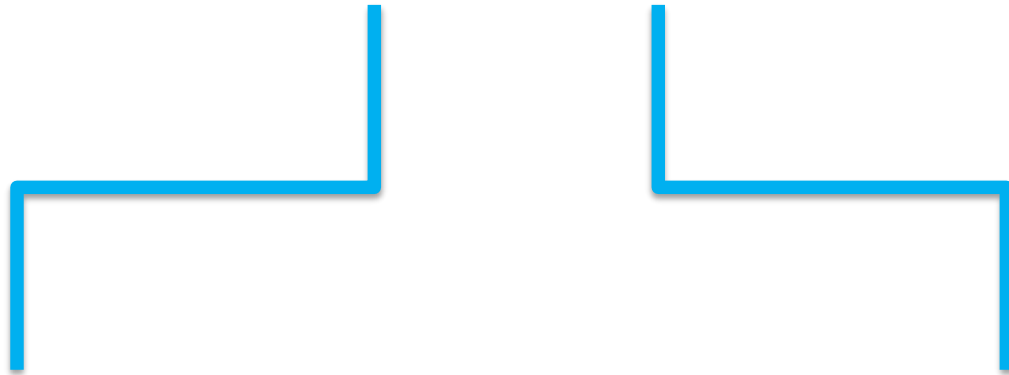


# Strategic Planning Highlights

Mike Peppers  
Senior Chairman of the Board

# Strategic Planning

## Future Strategic Plan Development



One plan  
focused on  
the profession

One plan  
focused on  
The IIA

# Top Needs and Strategic Priorities

## ADVOCACY

- Develop a clear and simple message suitable for all stakeholders
- Highlight the value added of internal audit
- Establish a stronger connection between internal audit functions and stakeholders, regulators, and business operations

# Top Needs and Strategic Priorities

## PROFESSIONALISM

- Focus on the competencies needed by individuals to be an effective internal auditors
- Close the gap of the current missing skills
- Prepare auditors for the skills they will need in the future
- Must use innovation

# Needs and Strategic Priorities

## CAPACITY BUILDING

- Offer more support to IIA Affiliates
- Adapt support, services and products to the various levels of maturity (not one size fits all)
- Increased collaboration



# Key suggestions

- A maturity framework for the profession
- A maturity framework for the Affiliates
- Develop usable tools





# Stakeholder Expectations Highlights

Larry Harrington  
Past Chairman of the Board

# Strategic v. other risks

- Difference in scope of work?
  - Strategic requires different skills, and higher level experience/competency needed
  - Strategic more future-focused
- What can IIA do to assist?
  - Help define strategic risks
  - Tools, guidance and training specific to strategic risks

# Balancing Assurance and Advisory Work

- Balance work properly?
  - It depends on the industry
  - It depends on the maturity of the organization
- What can IIA do to assist?
  - Need a better definition of advisory work
  - Specific tools, case studies, models

# Non Assurance Focus on Risk

- Ramifications of more prominent risk
  - Loss of independence, objectivity
  - Confusion of lines of defense – who owns?
  - Auditors gaining business acumen
    - Inadequate competencies now?
- What can IIA do to assist?
  - Update position paper
  - Tools, guidance and training specific to risk management

# Structure and Relationships

- How to address obstacles to structure?
  - Examples and guidance to explain importance of reporting structures
- How to build strong relationships?
  - Soft skills training
  - Examples and case studies
  - Joint events outside of audit committee meetings

# Communicating IIA Standards Importance

- Type of communication to stakeholders
  - Direct communication by CAE
  - Presenting at events of advocacy targets
  - Face to face with regulators
- What can IIA do to assist?
  - Tools to raise awareness of the Standards

# Coordination with Other Assurance Providers

- What are the main ramifications?
  - Positive ones:
    - Simplified reporting
    - More efficient
    - Increased business acumen
  - Negative ones:
    - Loss of independence/confusion of role
    - Improper reliance
- What can IIA do to assist?
  - Tools, guidance and training specific to combined assurance