

Navigating the Path to Leadership

(AND SURVIVING THE BUMPS AND BRUISES ALONG THE WAY...)

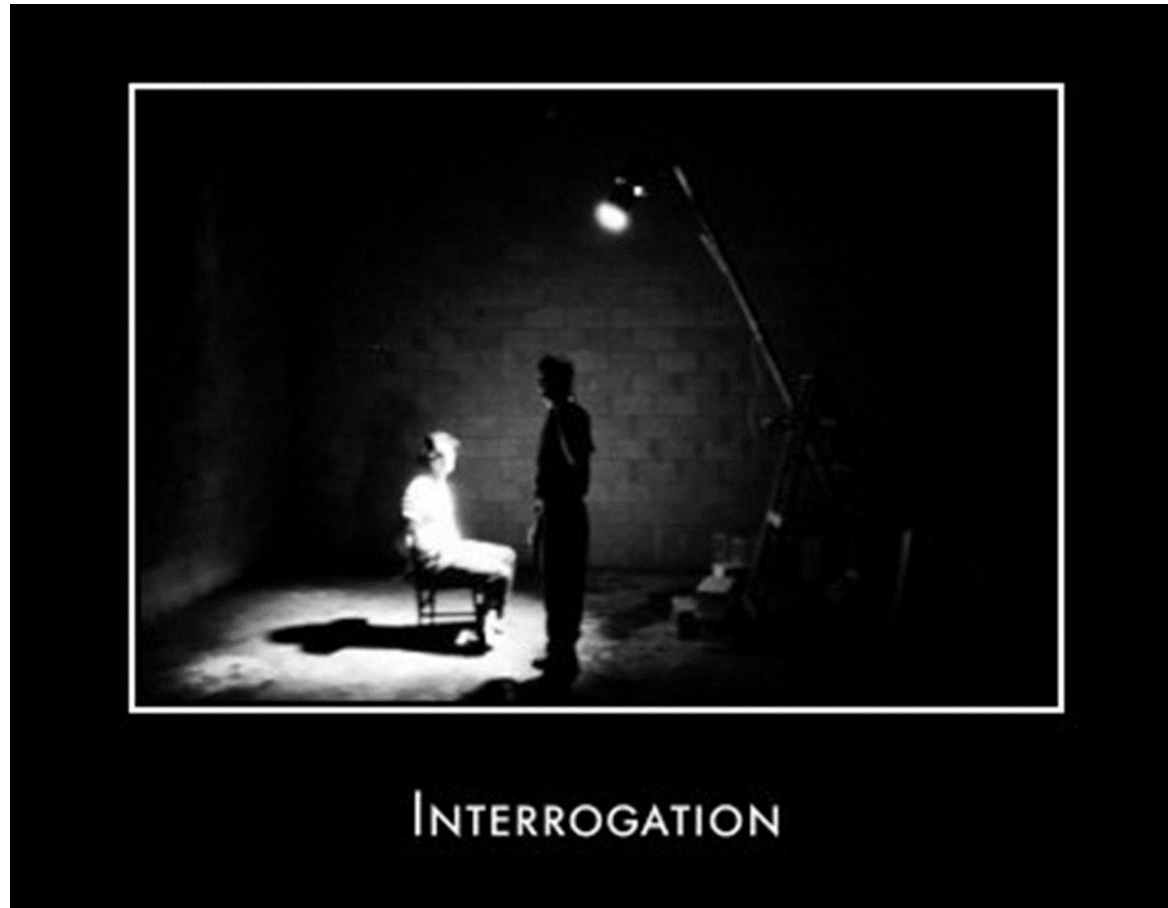
The Hon Theresa Grafenstine CPA, CGMA, CISA, CIA, CGEIT, CRISC, CGAP

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When I Grow Up, I Want to be an... Auditor???



Campus Interviews...



What is an Inspector General???



Welcome to the Work World?



Seizing Opportunities



1994...

❑ House OIG created because of public outrage over a series of *scandals*...

- ❖ Post Office
- ❖ House Banking
- ❖ House Restaurant



1994...

- ❑ The Auditors are celebrated as heroes!
 - ❖ Part of the Congressional Accountability Act
 - ❖ Lots of visibility/credibility
 - ❖ Included in major press conferences
 - ❖ Seen as part of solution to cleaning up past abuses



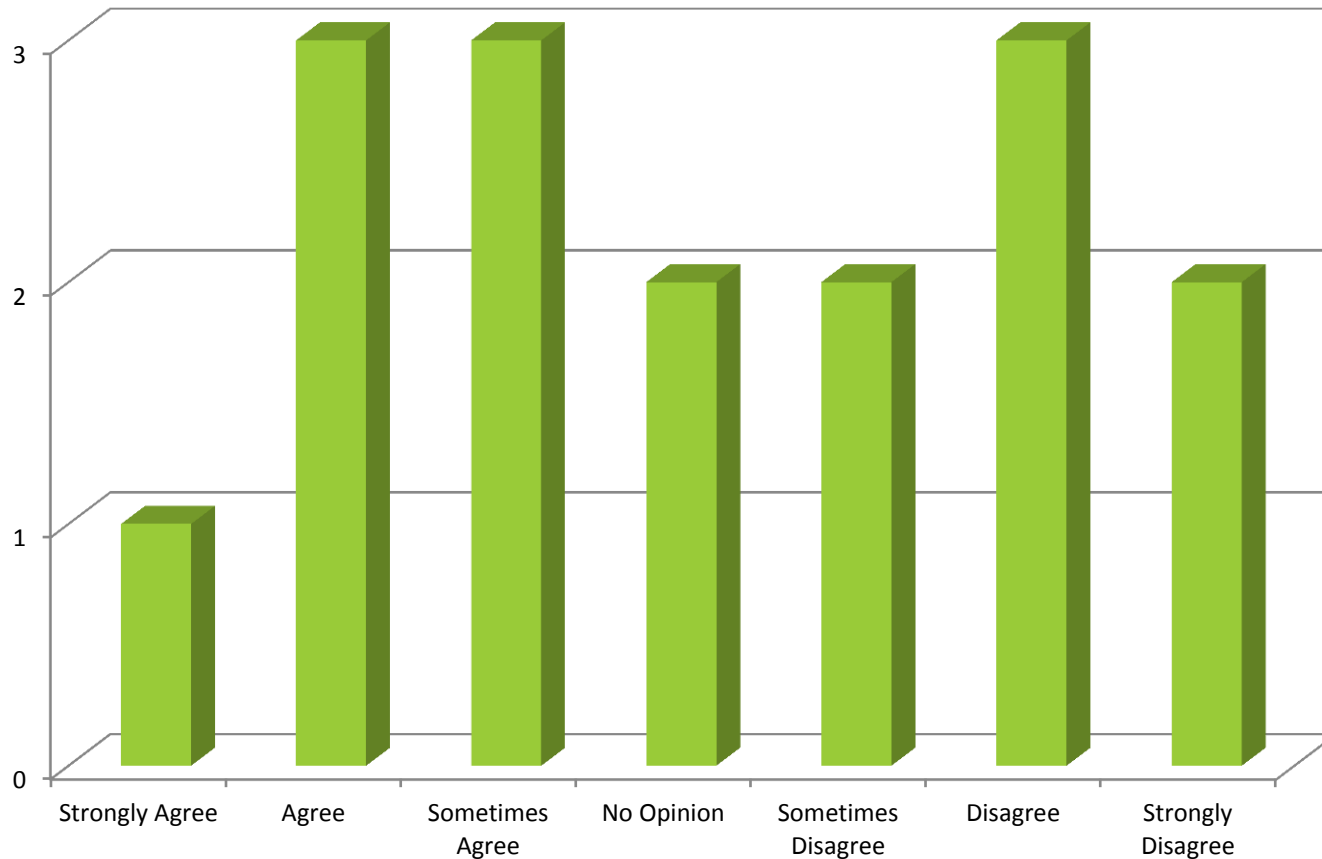
Fast forward to 2004...

- ❑ Audit Committee **lost confidence** in the audit department
- ❑ Audit Department seen as **ineffective** by Management (AND by the auditors themselves !!)
- ❑ **Toxic** internal work environment



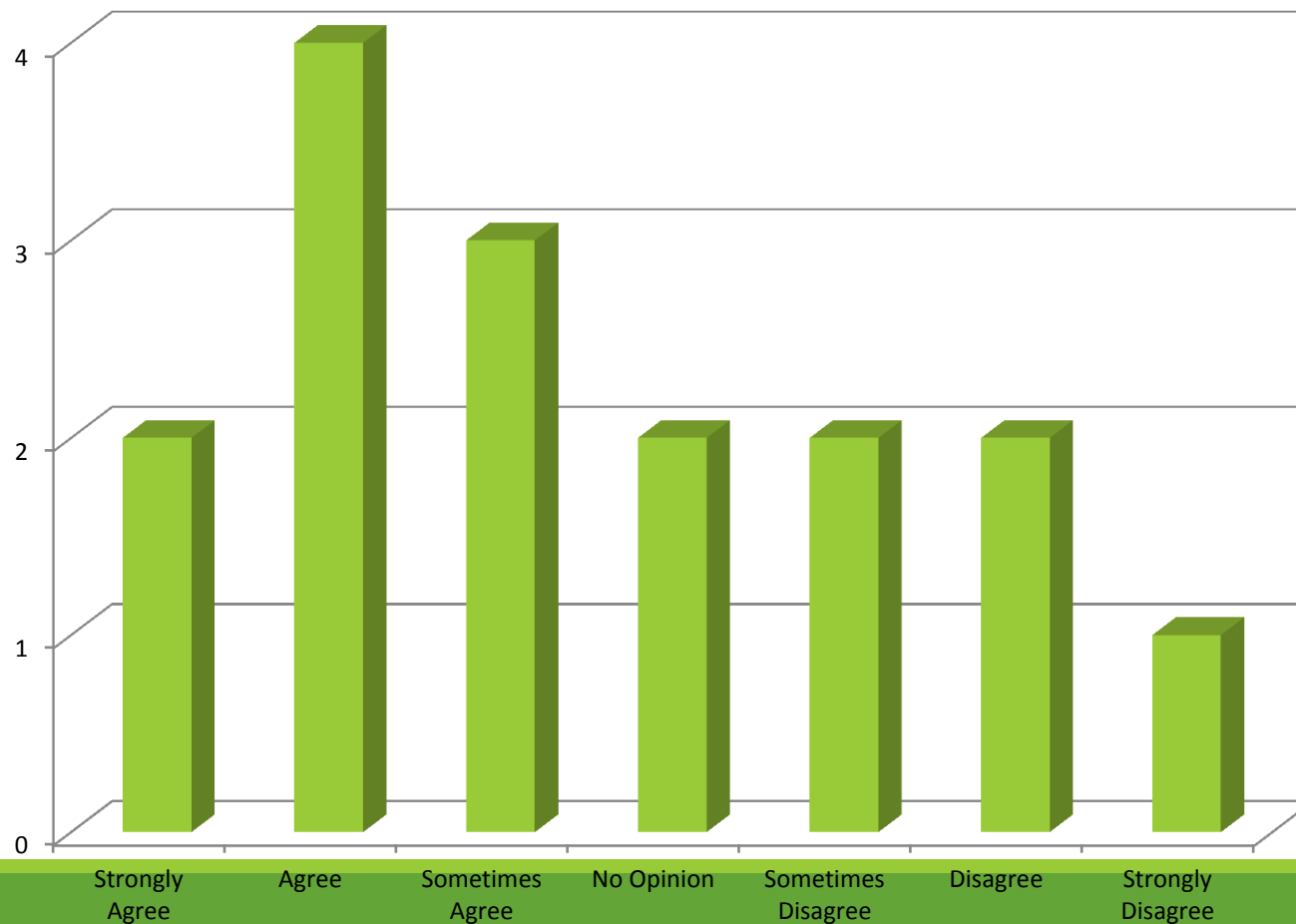
2004 Employee Satisfaction Survey

It is safe to say what I think at my job?



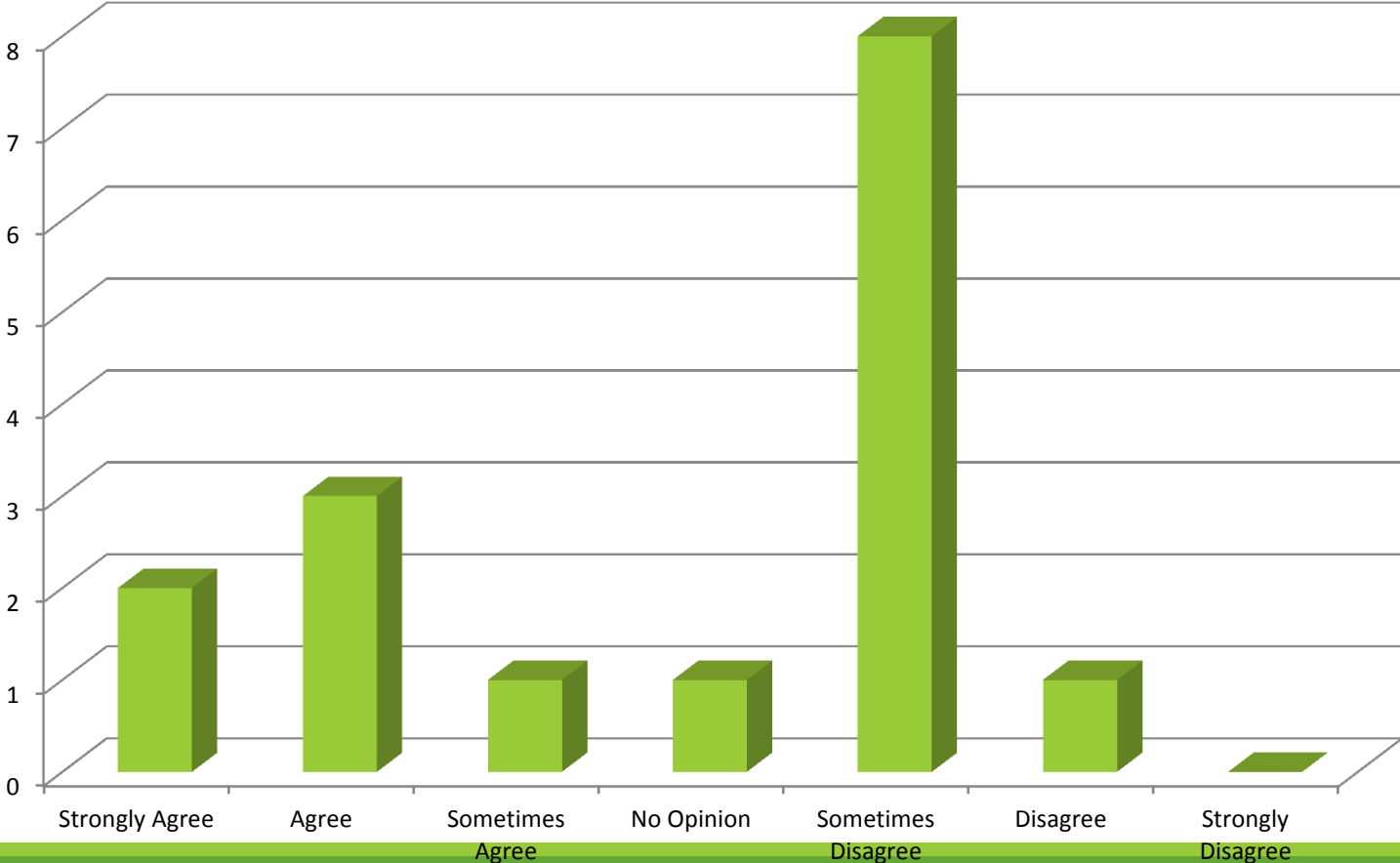
2004 Employee Satisfaction Survey

□ Employees are promoted based upon performance



2004 Employee Satisfaction Survey

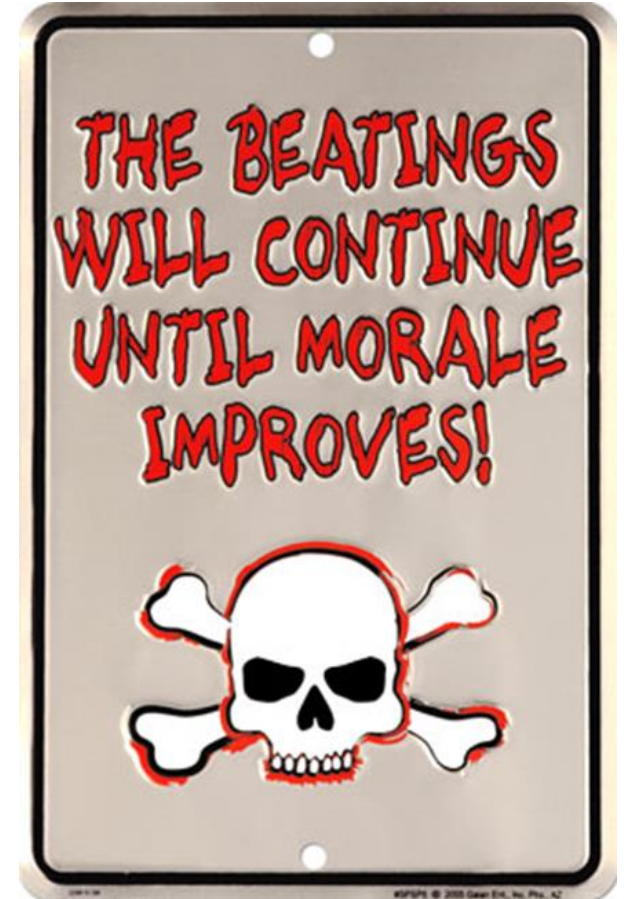
Senior Management Sets Vision and Communicates Effectively



2004 Employee Satisfaction Survey

□ Comments ...

- ❖ “Being told by someone in Senior Management that no one would ever be impressed by any of my work no matter what I do isn’t a textbook motivator.”
- ❖ “I do not believe I can voice problems or complaints for fear of retribution”.
- ❖ “Promotions are given to members of a clique or people known to the selecting official instead of looking at the qualifications of the candidates”.



What went so wrong??

- ❑ A Failure in **Leadership** (at all levels)...
- ❑ A culture of **distrust**...
 - ❖ Managers selected based on friendships---not qualifications
 - ❖ Inequality in treatment of employees---blatant favoritism
 - ❖ No performance accountability
 - ❖ “Secret” awards and promotions
- ❑ Poor **relationships** with key stakeholders...
 - ❖ Limited to no communication
 - Stakeholders not consulted
 - Blindsided stakeholders with “bad news”
 - Were they audit reports or indictments???



Fight or Flight?

- Why did I stay?
- Being Part of the Solution



So How Do You Fix This?

- ❑ Assess your organizational health
- ❑ Build an environment of accountability and equality
- ❑ Invest in the workforce
- ❑ Create a culture of “Pervasive” leadership



How do you know if your organization is healthy?

- ❑ One-on-one meetings with staff
 - ❖ Morale: A responsibility and reflection of leadership (for good or bad!)
- ❑ Employee Engagement and Customer Satisfaction Surveys
 - ❖ Used as a baseline for Balanced Scorecard



Environment of Accountability and Equality

- ❑ Take a hard look at your Performance Management System – Ensure:
 - ❖ Equality among similar positions
 - ❖ Clear understanding of differences in responsibility across grades/positions
- ❑ Standardize promotion criteria
 - ❖ Emphasize organizational values



Environment of Accountability and Equality

- ❑ Hold staff accountable
 - ❖ If it is an ability issue...
 - Training
 - Mentoring
 - ❖ Attitude issues - The cancer of an organization...
 - Direct conversations
 - Formal Counseling
 - Performance Improvement Plans
 - Terminations



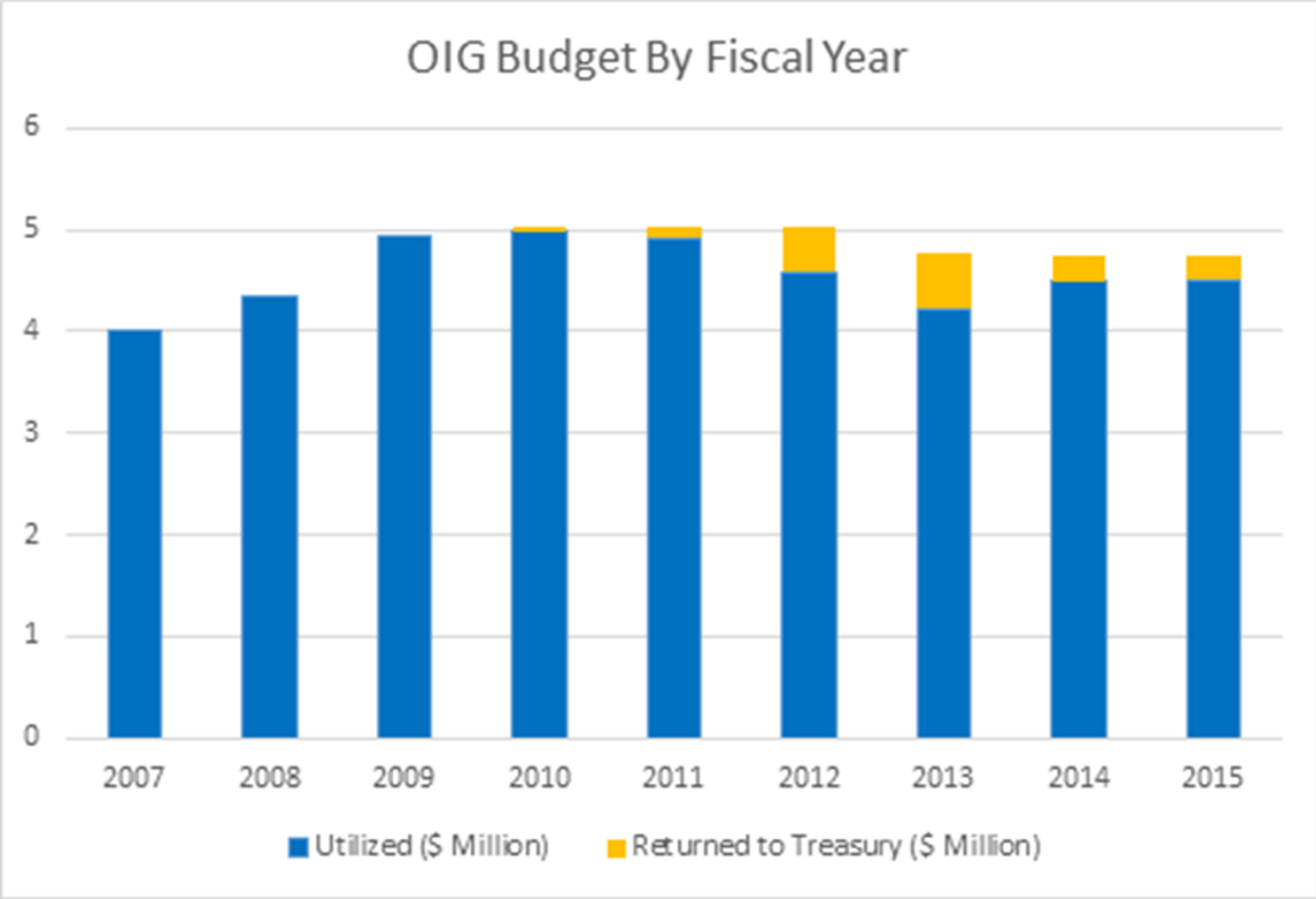
Invest in the Work Force

- ❑ Prioritize investing in staff technical training and certifications
 - ❖ Incorporate into promotion criteria
 - ❖ Require staff to do “teach-back’s” at brown bag lunches
 - Improves public speaking skills
 - Knowledge transfer benefits rest of staff
 - Reduces contractor costs

- ❑ Recognize importance of leadership competency on par with technical and managerial competences.



Invest in the Work Force



Self initiated budget cuts

Why do you want leadership throughout your organization?

- ❑ Every member of an organization should have a stake and a sense of ownership in organizational goals
- ❑ Moves organization away from a “That’s not my job” mentality
- ❑ Creates investment in being part of the solution



What is a Leader?



A job title?



A set of traits?

Leadership Essentials

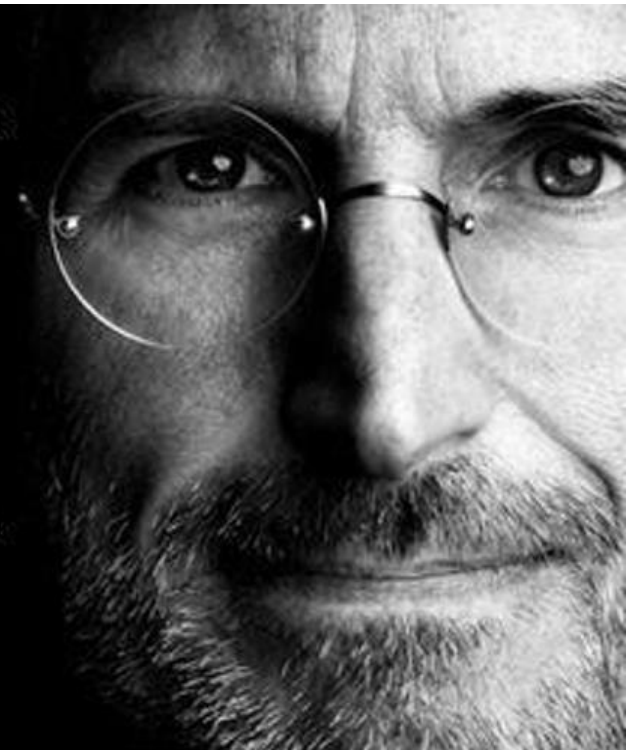
1. Takes Smart Risks and is Courageous
2. Is Flexible
3. Communicates Effectively
4. Has Integrity
5. Supports and Facilitates the Team



6. Is Magnanimous
7. Respects Others
8. Inspires
9. Articulates and Leads Change
10. Knows limitations

What does it look like when there's a culture of pervasive leadership? At the Top...

- ❑ Strategy and vision are clear and always guide decisions at all levels
 - ❖ Everyone is singing the same song
- ❑ Decision-makers have extensive information flowing from the workforce and act boldly and decisively
 - ❖ They feel safe and informed to enable courageous action



If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.

Steve Jobs

What does it look like when there's a culture of pervasive leadership? In the Middle...

- ❑ Middle management teams to optimally align organizational resources to minimize risk and maximize customer service and quality.
 - ❖ Minimizes (counterproductive) in-fighting among silos
- ❑ Clear and important mission for the organization and everyone in it
 - ❖ Middle managers feel safe and empowered in developing and holding staff accountable to achieve the mission.



What does it look like when there's a culture of pervasive leadership? In the Workforce...

- ❑ Workforce has latitude to be responsive to the customer and to improve through innovation, but is guided by the vision and brand for consistency and quality
- ❑ Individual's achievements recognized publicly, celebrated by peers, and seen as clear models



What does a culture of leadership look like?

- Organizational, managerial, and individual accountability embraced with courage
- Empowered, effective problem solvers
- Unafraid to escalate issues
- High Morale



Keys to Success

- ❑ Know Yourself
- ❑ Know Your Audience
- ❑ Know Your “Stuff”



Keys to Success – Know Yourself

- ❑ Know Yourself (and your limitations)
 - ❖ Avoid the “Mini-Me” syndrome
 - ❖ Surround yourself with people who complement you (NOT compliment...)
 - ❖ Don't be afraid to say “I don't know”
- ❑ Be Your own best advocate, but...
 - ❖ Give others the respect and credit they are due...
- ❑ Trust your instincts



Keys to Success – Know Your Audience

□ Build Relationships

- ❖ Communicate - with *Actual Human Beings*
- ❖ Put things in risk terms that your audience understands and values
- ❖ Realize that your work products are for *THEM*, not YOU



Keys to Success – Know Your Audience

- ❑ Become a Trusted Advisor
 - ❖ Don't overplay your hand - Be realistic with risks
 - ❖ Understand what your audience values
 - ❖ Come with solutions, not problems
 - ❖ **Have an Opinion!**



Keys to Success – Know Your “Stuff”



My Advice to You...

- ❑ Chart Your Career Path
 - ❑ Have a plan
 - ❑ Look for Role Models
 - ❑ Build Your network

- ❑ **SEIZE opportunities!!!**



Chart Your Career Path – Have a Plan

- ❑ Define what “Success” means to you

- ❑ Have a Plan!!
 - ❖ Where do you want to go?
 - ❖ What do you need to get there?
 - ❖ Be prepared to spend years (not months!) reaching each rung on the ladder

- ❑ Don't be afraid to reinvent yourself
 - ❖ Invest the time



Chart Your Career Path – Look for Role Models

- ❑ You don't need a formal "mentoring program"
 - ❖ You can learn from every manager (even the bad one's...)
- ❑ Role Models don't have to look like you
- ❑ Don't forget to "Pay it Forward"



Chart Your Career Path – Build a Network

- ❑ Get involved in professional associations
 - ❖ Leadership experience through volunteerism
- ❑ Solve the mystery of the “Old Boys Club”
 - ❖ Network with Professional Peers
- ❑ Create opportunities for visibility
 - ❖ Public Speaking



Own Your Career



Questions?



Contact Information

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