

# Leadership Speaking and Executive Presence

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# With You Today

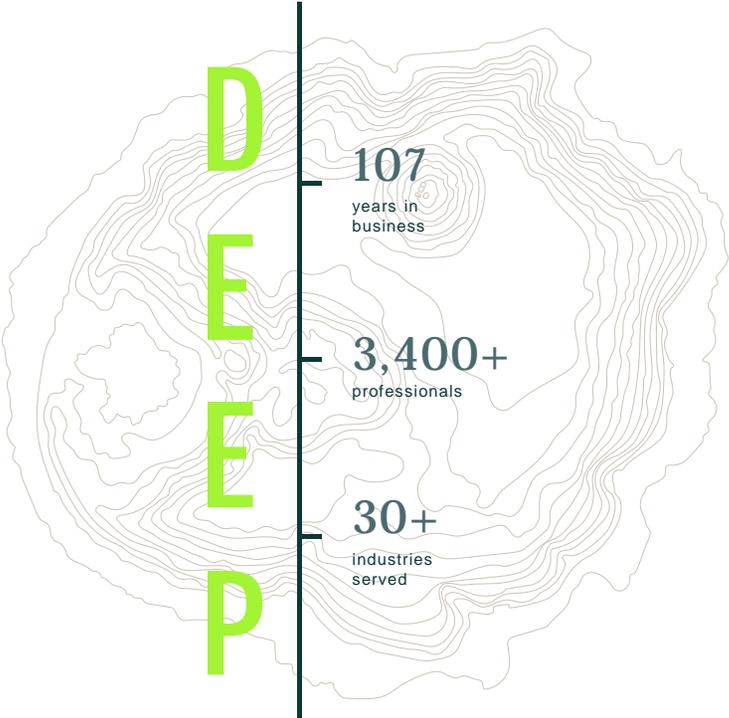
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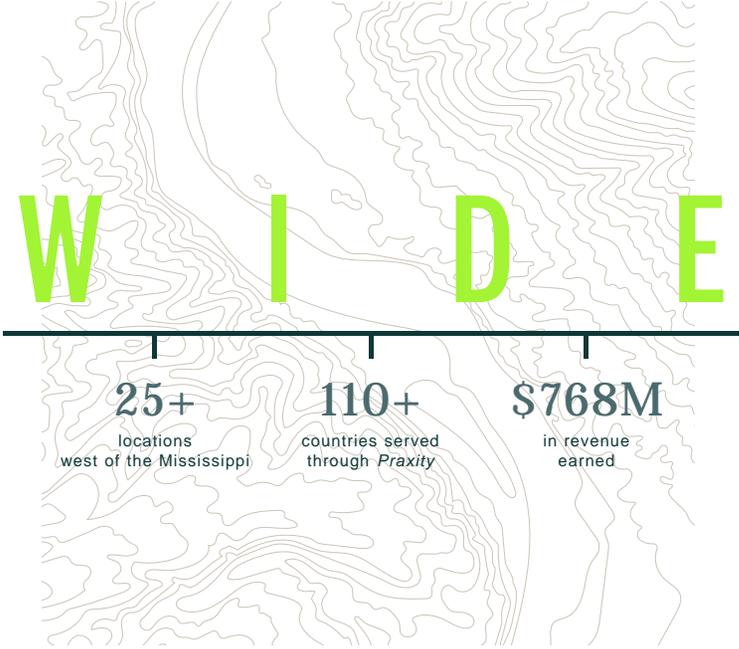


# Expertise



*Crater Lake—  
A monument to perseverance, North America's  
deepest lake filled to 1,949 feet over 720 years.*

# Reach



*Grand Canyon—  
At 277 miles long and up to 18 miles wide, this icon  
serves as a testament to determination and time.*

Data as of January 2020



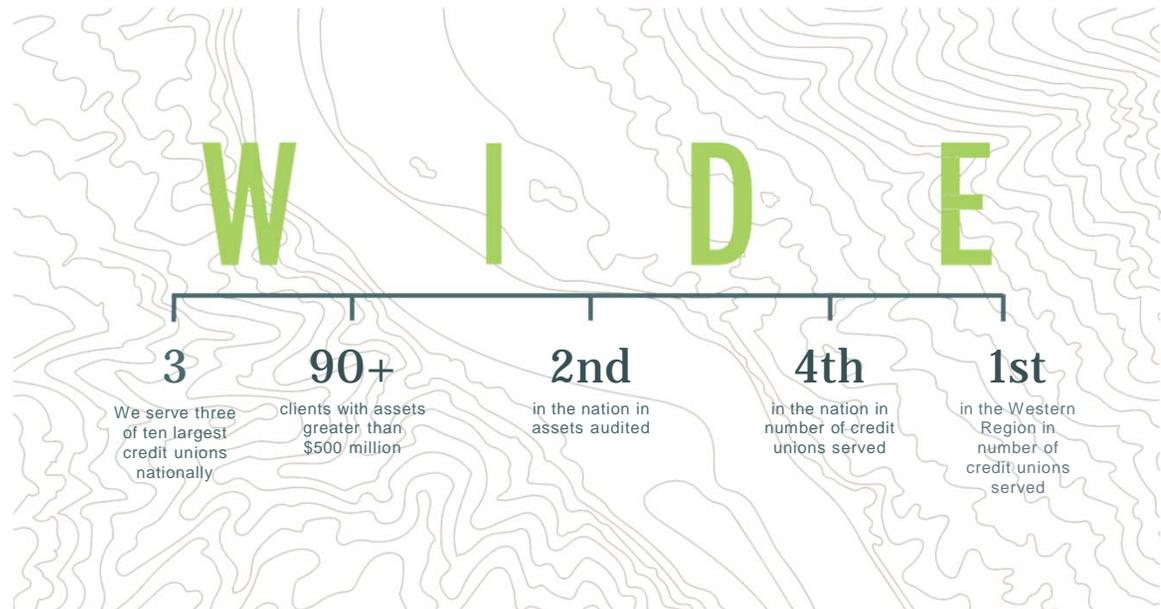
# Credit Union Experience

Staying current on financial reporting standards, ensuring senior executives and supervisory committee members understand their roles, maintaining regulatory compliance and IT security, and finding ways to reduce risk throughout the organization are some of the most effective ways to help your credit union succeed.

Our professionals are well-versed in the complexities of your industry—we serve over 400 credit unions and other financial institutions, that range in size from less than \$1 billion to \$20 billion in assets with multibranch operations.

By engaging a team that's intimately familiar with the challenges you face, your institution can be well positioned to seek out best lending practices, manage interest-rate risk, and grow its membership.

## Reach



<sup>1</sup>Callahan and Associates, 2020 Guide to Credit Union CPA Auditors

*Grand Canyon—  
At 277 miles long and up to 18 miles wide, this icon serves as a testament to determination and time.*



# Polling Question 1

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Back when we all traveled, did you take unused items from hotel bathrooms? (shampoo, soap, sewing kit, etc.)

A – Yes

B – Sometimes

C – No



**What....  
...and Why**

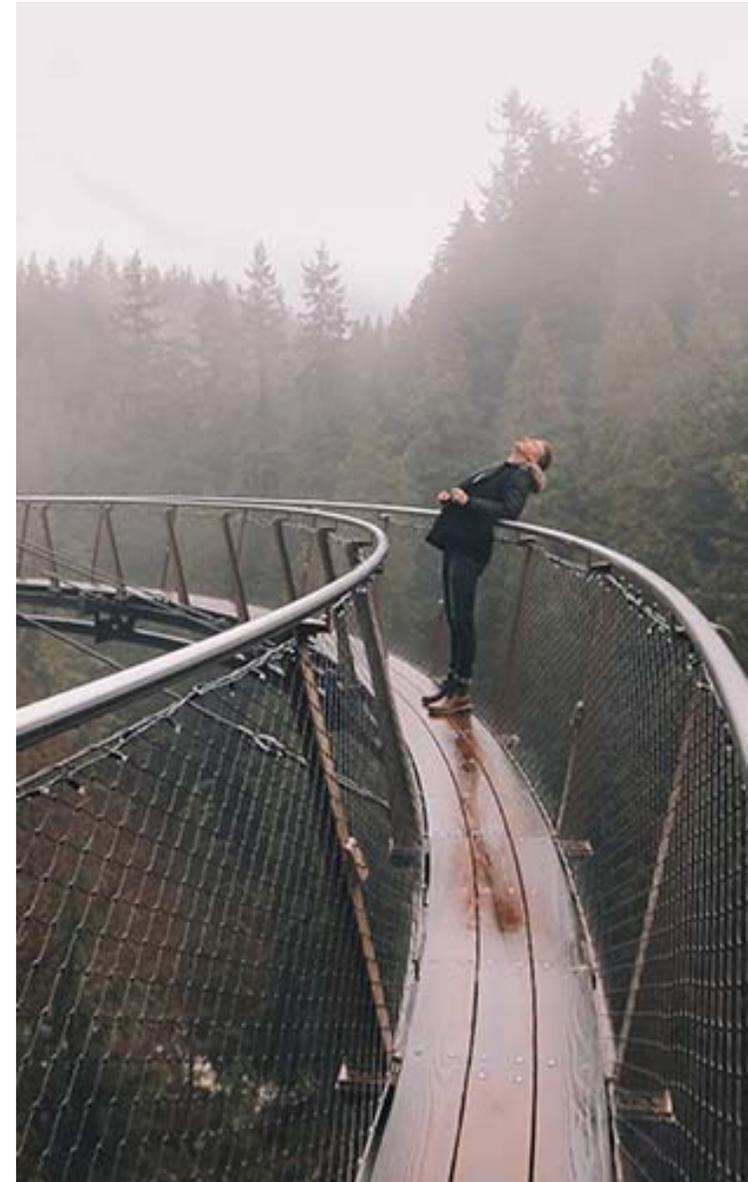
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# What We'll Cover

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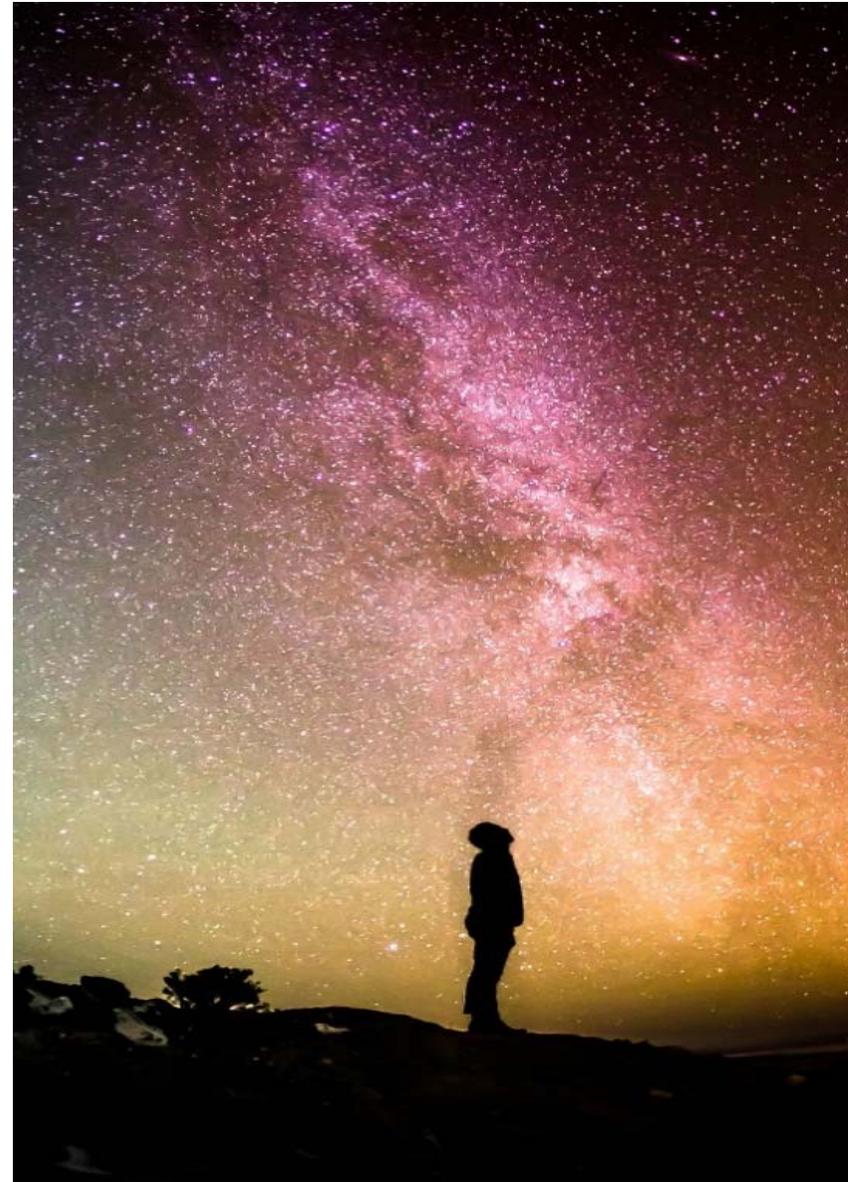
- Understand what it means to have executive presence and why executive presence and leadership speaking skills are important for internal audit (regardless of personality type)
- Techniques for projecting confidence in speaking and presenting
- Things you can start doing today to build your executive presence and leadership speaking skills
- Discuss how this can lead to being more impactful and influential in your organization



# Comment Storm

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- Describe what Executive Presence means to you using one or two words



## **Success Skills**

Collaboration

Critical Thinking

Emotional Intelligence

Executive Presence

Intellectual Curiosity

Results Focus

## **Uses communication skills and gravitas to command a situation**

- Possesses strong speaking skills
- Is able to read an audience or situation
- Demonstrates confidence and poise under pressure
- Is decisive
- Is polished and dresses professionally for the occasion



# Why is Executive Presence Important?

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- Helps instill confidence in others
- It can make the difference between being heard or not
- Helps you influence decision makers
- Helps you hold your ground when dealing with gray areas
- It's empowering and helps you get a seat at the table



# Why it's Important to Internal Audit

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In the current environment, the expectations of internal audit are shifting to far more than assurance related risks.

- “Audit committees are growing increasingly reliant on the internal audit function to help them navigate external business risks that affect operations, including reputational risks from social media as well as cyber-security risks. As a result, the internal audit function at many companies has effectively been given a seat at the boardroom table as a trusted consigliere to the audit committee.”
- (source: Internal Auditors Eyeing Operational Risks, By Lindsay Frost, February 16, 2016)





Executive presence  
is a skill **everyone**  
can improve.



# Projecting Confidence

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How can you  
sound more  
confident?



# Techniques for sounding more confident

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- Articulate your words.
- Be concise.
- Project and modulate your voice.
- Use the power of the pause.





**What does it look  
like to project  
confidence?**



# What does it look like to project confidence?

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- Good posture
- Purposeful movement
- Pleasant/neutral facial expression
- Polished appearance



# Power Posing Polling!

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Level of familiarity with power posing:

A – Familiar and use it often!

B – Heard of it, never done it

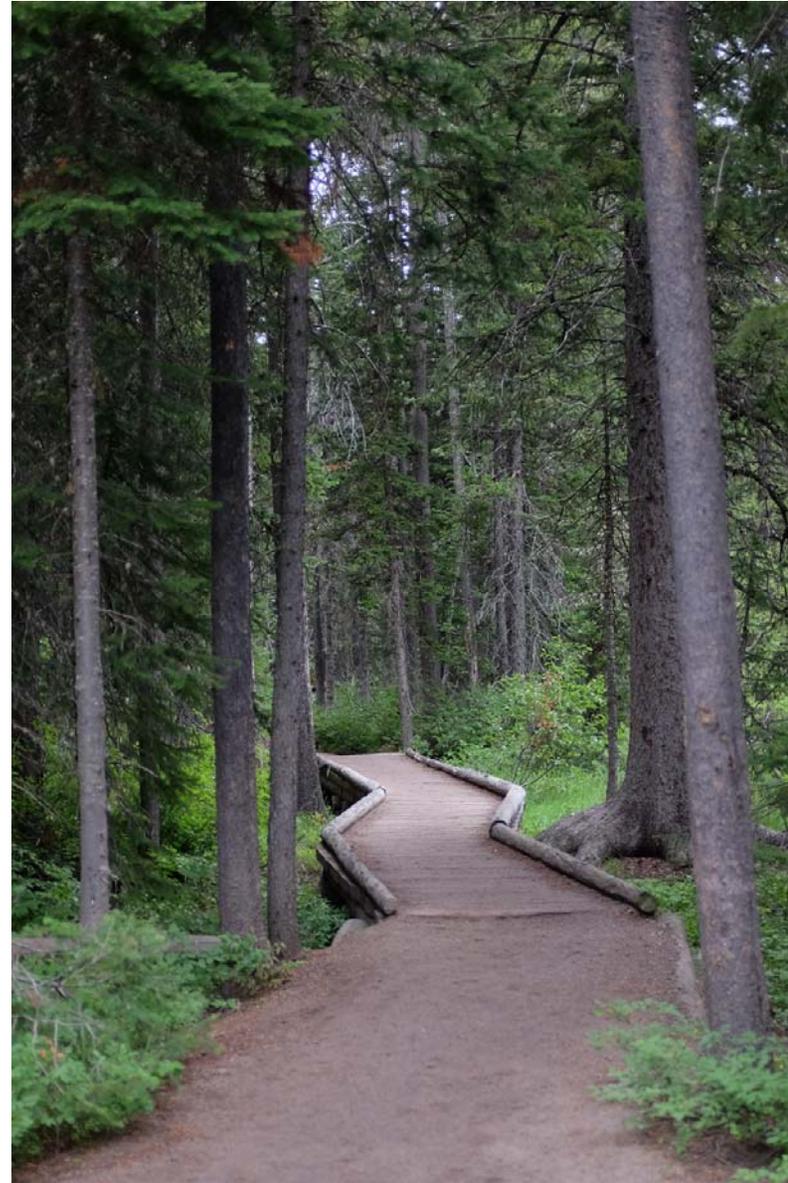
C – Never heard of it



# How can you project confidence authentically?

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- Remember your strengths
- Stay true to your values
- Have a sense of purpose
- Be kind to yourself and others





***“In your drive to crack the EP code, don’t compromise your authenticity to such an extent that it puts your soul in play.”***





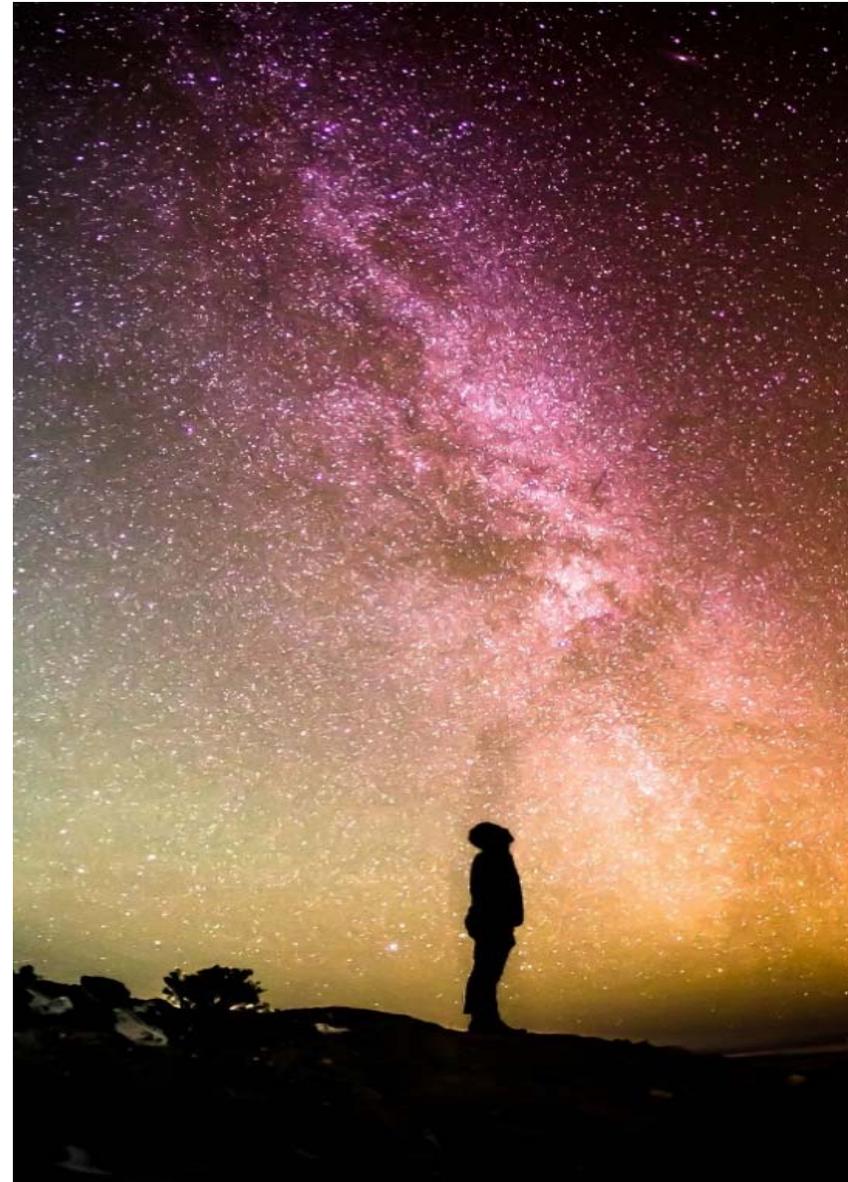
Three things you can  
start doing **today** to  
increase your  
executive presence.



# Comment Storm

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- In one or two words, what are a few things you or others can do to improve your/their Executive Presence?



## Gain Self-Awareness

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- How can you leverage your strengths to build and project confidence?
- What behaviors do you exhibit that could be distracting to others or make you seem unconfident?
- What's one thing you can focus on that would make the biggest impact for you?



## Prepare and Practice

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- Prepare well for presentations and meetings so you'll feel more relaxed and confident going into a situation.
- Practice what you want to say. (Tone, body language, conviction)
- Use mindfulness to get grounded
- ***GET PUMPED!***





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**Celebrate big and  
small successes!**



**Now what?**



# What are the Obstacles to Getting a Seat at the Table

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- Management?
- Board?
- Supervisory Committee?
- Structure?
- Why does it matter?



## Polling Question 3

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How well would you say your internal audit plan is aligned with the strategic objectives of the Credit Union?

A – Very aligned

B – Somewhat aligned

C – Strategic objectives are not considered in annual planning sessions



# Understand the Business

- If you want a seat at the table, you must understand the business
- The internal audit function must understand the mission, strategy and objectives of the Credit Union
  - Not only understand the strategy, but understand how it drives behavior
  - What can interfere or disrupt the organization's ability to achieve success
- The CBOK 2015 practitioner study found that 57% of internal auditors stated their audit plans align with the strategic plans of their organizations. This means that for 43% of the internal auditors, their plans are not aligned

Source: Voice of the Customer: Stakeholders' messages for Internal Audit, A CBOK Stakeholder Report



# Understanding the Business

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- This does not mean that internal auditors will be involved in creating, developing, or challenging the strategy, but they will leverage their understanding of the strategic direction of the organization to drive their internal audit plan.
- CAE at large credit union...she has earned a seat at the table for discussions about strategy, direction, new product development, etc. She said that she does not question or challenge strategy, but she does have the ability to tactfully raise awareness about risks. Therefore, everyone at the table can go in eyes wide open.



# Relationship Building

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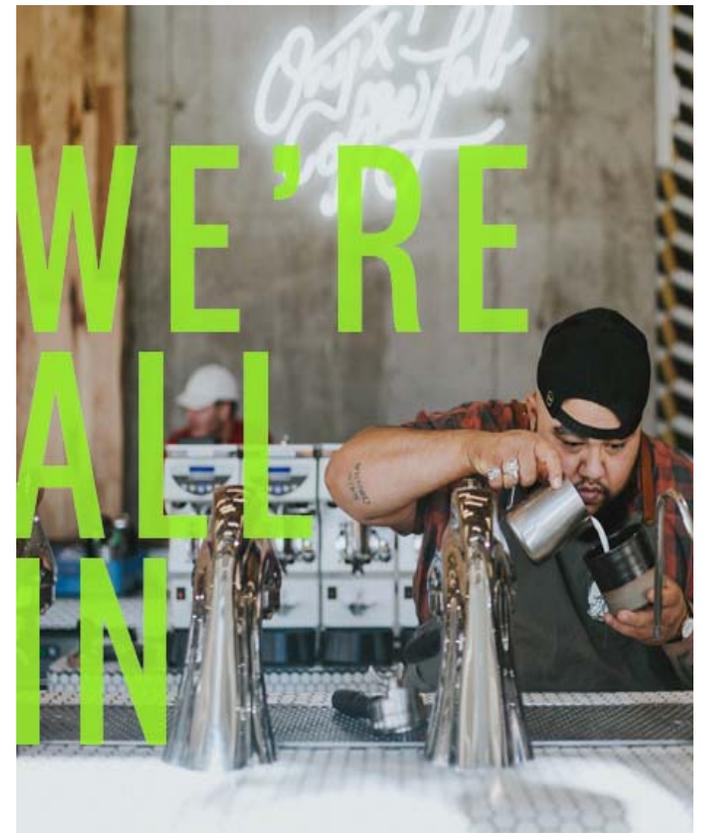
- Get to Know (Individual and Regular Meetings)
  - Key Process Owners
  - Board and SC Members
  - Executive Management
  - Vendors
- Walk in their shoes (know what they do)
- Ask for input about key strategies, risks, etc.
- Have a Service Oriented Mindset
  - Keep in constant contact
  - Understand projects, risks being faced, etc.
  - Look for and offer feedback on best practices
  - Increases Value Perception



# Relationship Building

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- Internal audit awareness activities
  - Education sessions
  - Fraud awareness
  - Explanations for key controls
- Reduces Resistance During Audit
- Increases Responses to Findings and Requests
- Encourages Others To Embrace What you Do
- Be Viewed as Part of the TEAM!

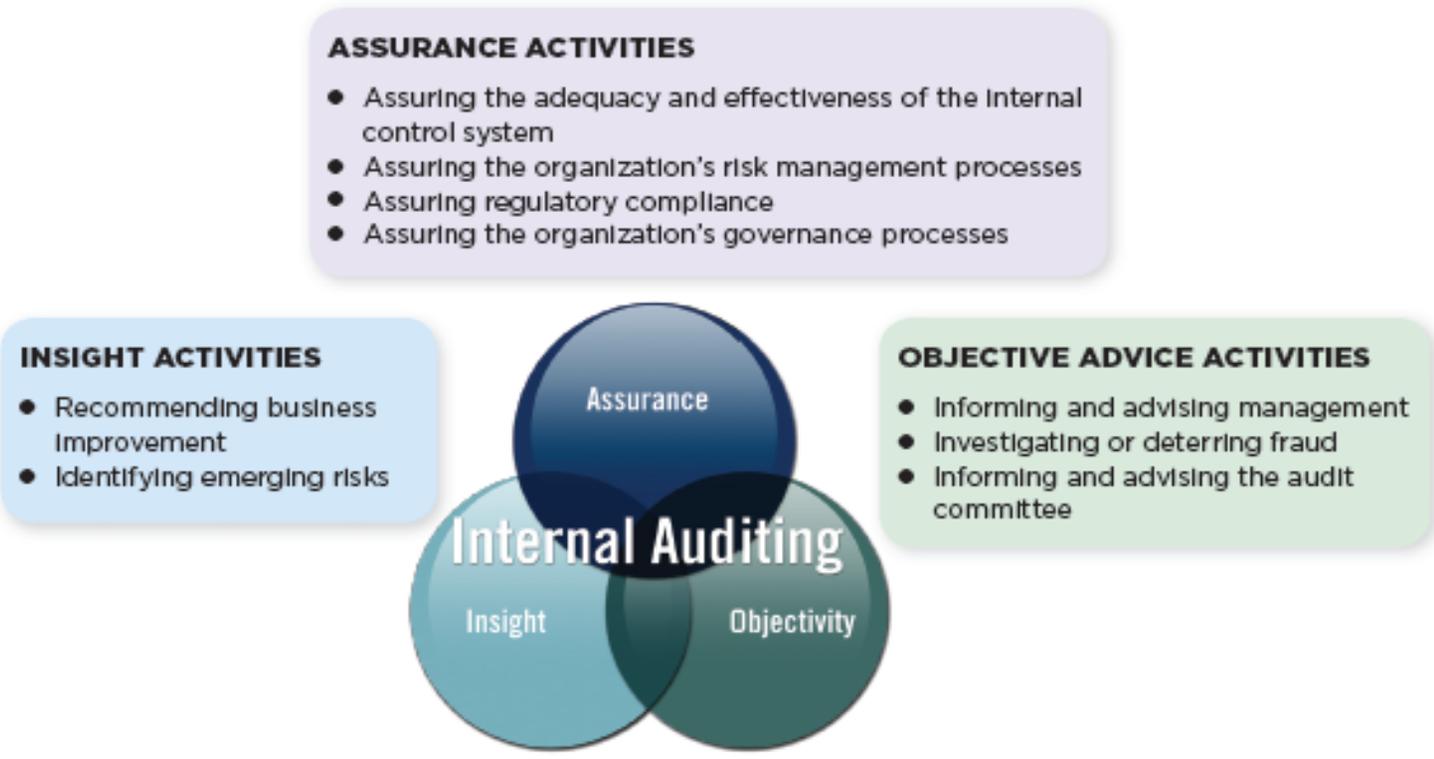


# Master the Blocking and Tackling

- **Basic assurance work is critical, expected, assumed, and is most useful to stakeholders when it is tied to strategy.**
- **If you want a seat at the table, if you want to be more impactful and influential to decision makers...**
- **Don't let advisory or consulting work overshadow your basic assurance and compliance work.**



**Exhibit 2** The Internal Audit Value Proposition (mapped to response options from the CBOK survey)



*Note:* The activities listed in this graphic are from the response options to Q89: In your opinion, which are the five internal audit activities that bring the most value to your organization? The Internal Audit Value Proposition graphic is used by permission from The IIA. All rights reserved.



# Build on Audit Work

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- Stakeholders place value on work that builds on top of the standard assurance work
- “Interviews with stakeholders provided the same guidance. When asked how internal audit can help improve the culture of an organization, a board member...stated, “Promote a culture of discussion/risk awareness.” Similarly, a board member...said, “Internal audit can certainly contribute to improving the culture of the organization by helping to raise awareness...it helps to make managers aware of risks.”  
(Source: Voice of the Customer: Stakeholders’ messages for Internal Audit, A CBOK Stakeholder Report)



# Build on Audit Work

- Be proactive!
- Ask for the chance to participate in strategic discussions and provide some observations of the relevant risks that require consideration.
- “As long as the new product or service supports the strategic mission and direction of the credit union, internal audit can be the sounding board for identifying the risks that would need to be managed, monitored, etc.”



# Takeaways

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- Executive presence and speaking skills are critical in helping you affect change and influence decisions
- Techniques for projecting confidence in speaking and presenting
- Things you can start doing today to build your executive presence and leadership speaking skills



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**“If you’ve developed a brand as a great audit function, your phone is going to ring off the hook from people in the business who want your help. At the end of the day, we’re not paid by the audit report or by the audit finding. We’re paid by how we can make the company better.”**

*- LAWRENCE J. HARRINGTON, FORMER GLOBAL CHAIRMAN OF THE IIA AND CAE FOR RAYTHEON COMPANY*



# Final polling question!

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Who is ready to seize the day and start giving presentations?

A – Am pumped up and can't wait!

B – More ready, but still nervous

C – Dreading my next presentation



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Thank you!

