

MISTI Presents



The Audit Executive Institute

August 19-22, 2019 | Hilton Boston Back Bay | Boston, MA

A MASTER'S PROGRAM FOR CAE'S AND AUDIT LEADERS

“Very insightful and appropriate for the current era of auditing.”

Mark Carder, Senior Auditor, Treasury IG for Tax Administration

31 CPEs

auditexecutive.misti.com

The logo for MISTI Training Institute, featuring a stylized geometric icon of a building or structure to the left of the text. The text 'MISTI' is in a large, bold, sans-serif font, with a trademark symbol (TM) to its upper right. Below 'MISTI' is the text 'TRAINING INSTITUTE' in a smaller, all-caps, sans-serif font.

MISTITM
TRAINING INSTITUTE

Welcome to The Audit Executive Institute



Joining the best of The Audit Leadership Institute with the best of The CAE Master's Program, The Audit Executive Institute brings together a team of thought leaders and practitioners to share ideas and exchange practical business solutions and best practices of highly effective audit leaders. During this four-day, two-track program, you will participate in creative problem-solving sessions, visionary planning, lively discussions, interactive presentations and networking opportunities.

This unique program offers attendees the choice between two distinct tracks:

Agenda-At-A-Glance

	AUDIT LEADERSHIP TRACK	CAE Master's Track
MONDAY, AUGUST 19		
7:30 AM - 8:00 AM	Registration & Continental Breakfast	
8:00 AM - 8:25 AM	Welcome Remarks: Remaining Relevant Now and in the Future <i>Dr. Hernan Murdock CIA, CRMA, Vice President, Audit Division, MISTI</i>	
8:30 AM - 9:15 AM	Review Program Objectives and Agenda	
9:15 AM - 10:30 AM	The Art of Effective Leadership	Improving the Identification, Analysis and Quantification of Events During Your Risk Assessments
10:30 AM - 10:45 AM	Refreshment Break	
10:45 AM - 12:00 PM	The Art of Effective Leadership (continued)	Auditing What Matters Most: Developing More Effective Audit Plans and Audit Programs
12:00 PM - 1:00 PM	Networking Luncheon	
1:00 PM - 2:45 PM	Building the Right Team: Attracting and Retaining Top Talent and Optimizing Generational Differences	Panel Discussion: Elevating Our Use of Data Analytics and Technology
2:45 PM - 3:00 PM	Refreshment Break	
3:00 PM - 4:00 PM	Building the Right Team: Attracting and Retaining Top Talent and Optimizing Generational Differences (continued)	How to Plan and Conduct an Audit of Corporate Culture and Ethics
4:10 PM - 5:10 PM		Building Stronger Relationships and Working More Effectively with the Third Line of Defense
5:15 PM - 6:15 PM	Networking Reception	
TUESDAY, AUGUST 20		
7:30 AM - 8:00 AM	Continental Breakfast	
8:00 AM - 8:50 AM	General Session	
9:00 AM - 9:30 AM	Recap Prior Day's Key Content and Takeaways	Recap Prior Day's Key Content and Takeaways
9:30 AM - 10:45 AM	Communicating for High Impact Results: Defusing Conflict and Managing Crucial Conversations	Tips, Tools and Techniques to Improve Our Written Communications
10:45 AM - 11:00 AM	Refreshment Break	
11:00 AM - 12:30 PM	Communicating for High Impact Results: Overcoming Objections at Any Point in the Audit	The Best Metrics to Evaluate Your Staff's Performance
12:30 PM - 1:30 PM	Networking Luncheon	
1:30 PM - 2:30 PM	Communicating for High Impact Results: Issuing Timely, Value-added Reports	How to Address Technology and Change Management Risks While Constrained by Limited IT Audit Resources
2:30 PM - 3:30 PM	What It Takes to Be the Influential and Trusted Advisor	
3:30 PM - 3:45 PM	Refreshment Break	
3:45 PM - 4:45 PM	Audit's Role in Corporate Governance	Late-Breaking Session

Audit Leadership Track: Establishing

- For internal auditors establishing themselves as leaders and change agents within their departments and organizations
- For new and rising, but not yet very experienced, individuals who want to identify and define their leadership and communication style with peers, the audit committee and others
- This track addresses foundational concepts and techniques to set the ground work for personal success
- Participants will learn how to improve team dynamics and enhance their communication effectiveness

CAE Master's Track: Deepening

- For internal auditors who want to deepen their skills as leaders and change agents within their departments and organizations
- For established internal auditors who have several years of experience as CAEs or senior manager/leaders in this field
- This track will help seasoned executives and manager/leaders deepen relationships with their stakeholders and become business partners
- Participants who already “have a seat at the table” will discover techniques to take internal audit “to the next level” through higher productivity, auditor engagement and productive client collaboration

AUDIT LEADERSHIP TRACK		CAE Master's Track	
WEDNESDAY, AUGUST 21			
7:30 AM - 8:00 AM	Continental Breakfast		
8:00 AM - 8:25 AM	General Session: Are You and Your Team Future-Ready? <i>Ann M. Butera, Founder and President, The Whole Person Project</i>		
8:30 AM - 10:00 AM	Hit the Ground Running: Essential Steps to Effectively Onboard New Employees	Session Overview and Your Take-Away Game Plan	
10:00 AM - 10:15 AM	Refreshment Break		
10:15 AM - 12:00 PM	Panel Discussion: Key Skills for Success	Developing the Strategic Vision for Your Department	
12:00 PM - 1:00 PM	Networking Luncheon		
1:00 PM - 2:45 PM	Going Beyond Training: How to Coach, Mentor and Develop Your Staff	Leveraging Your Seat at the Table—Expanding the Audit Committee and C-Suite Relationships	
2:45 PM - 3:00 PM	Refreshment Break		
3:00 PM - 4:00 PM	Late-Breaking Session	Influencing Your Organization to Optimize the Three Lines of Defense	
4:10 PM - 5:10 PM	How to Increase Staff Engagement	Resourcing to Meet Strategic Human Capital Needs – Outsourcing, Co-sourcing, Developing Succession Talent	
5:15 PM - 6:15 PM	Networking Reception		
THURSDAY, AUGUST 22			
7:30 AM - 8:00 AM	Continental Breakfast		
8:00 AM - 8:30 AM	Recap Prior Day's Key Content and Takeaways	Recap Prior Day's Key Content and Takeaways	
8:30 AM - 9:45 AM	Dealing with Difficult Employees	Case Studies in Risk Management Organizational Change: What Would You Do?	
9:45 AM - 10:45 AM	Leadership vs. Inspire-ship: Ernest Anunciacion, Director of Product Marketing, Workiva	Refining the Takeaway Game Plan for Your Department	
10:45 AM - 11:00 AM	Refreshment Break		
11:00 AM - 12:00 PM	General Session: Promoting and Sustaining an Agile and Innovative Methodology and Workforce <i>Ann M. Butera, The Whole Person Project and Dr. Hernan Murdock, MISTI</i>		

Who Should Attend

Managers, directors, supervisors, newly appointed CAEs and other audit executives who want to learn new approaches to leading an internal audit department in today's challenging business climate.

REGISTER ONLINE: AUDITEXECUTIVE.MISTI.COM

Monday, August 19

8:30 AM – 9:15 AM

Review Program Objectives and Agenda

9:15 AM – 12:00 PM

The Art of Effective Leadership

- Examine the six characteristics of effective leaders and how you measure up
- Assess your preferred leadership style and its benefits and liabilities
- Leadership style strategies for dealing with the Audit Committee, C-Suite and your audit team members
- The difference between managers vs. leaders

1:00 PM – 5:10 PM

Building the Right Team: Attracting and Retaining Top Talent and Optimizing Generational Differences

- The competencies needed for a risk-based high-performance audit team
- Attract and retain auditors with a change agent mindset
- The stages of team development to determine your team's status
- Harness and leverage generational differences
- Develop succession plans and evaluate performance
- The right delegation style to build bench strength

Tuesday, August 20

9:00 AM – 9:30 AM

Recap Prior Day's Key Content and Takeaways

9:30 AM – 10:45 AM

Communicating for High Impact Results: Defusing Conflict and Managing Crucial Conversations

- Handle crucial conversations with auditees effectively
- Discuss difficult subjects without jeopardizing the client relationship or engendering bad feelings
- Prevent conflict from occurring
- Three methods to manage conflict

11:00 AM – 12:30 PM

Communicating for High Impact Results: Overcoming Objections at Any Point in the Audit

- Overcome objections and pushback at any stage of the audit
- Tell the difference and respond effectively to stalls and objections
- Ways to respond to the typical objections
- Secure internal constituent agreement concerning inherent and residual risk ratings, control gaps, design deficiencies, and execution errors

1:30 PM – 2:30 PM

Communicating for High Impact Results: Issuing Timely, Value-Added Reports

- Create an attention-getting, reader-friendly format
- Employ mind-mapping to organize and consolidate issues
- Communicate audit concerns for maximum impact
- Reduce the time spent editing your reports
- Issue reports quickly without compromising your message

2:30 PM – 3:30 PM

What It Takes to Be the Influential and Trusted Advisor

- Be the go-to person who's in demand for ideas and advice
- Identify the five behaviors of trusted advisors and how you and your team measure up
- Assess situations to identify decision-makers, stakeholders and other influencers
- Identify your influence style and adapt it to the situation
- Communicating to increase others' trust and willingness to listen

3:45 PM – 4:45 PM

Audit's Role in Corporate Governance

- Ways to establish your seat at the table
- Where to draw the line between operational and strategic management
- Leading practices for boards so you can guide in the right direction
- Productive ways to build relationships with the C-Suite and Audit Committee

Wednesday, August 21

8:30 AM – 10:00 AM

Hit the Ground Running: Essential Steps to Effectively Onboard New Employees

- Essential requirements for effectively onboarding new auditors
- Techniques to find and hire experienced non-auditors to bring new ideas and approaches
- The human, process and technology requirements of new hires so they become productive quickly
- Identify and define your potential and that of your employees

10:15 AM – 12:00 PM

Panel Discussion: Key Skills for Success

Moderator: Dr. Hernan Murdock, CIA, CRMA, Vice President, Audit Division, MISTI

Panelists: Matt Bonavita, Director, Internal Audit, New Balance; **David Dyson**, Chief Audit Officer, The Nature Conservancy; **Gretchen Sutcliffe**, Director of Internal Audit, National Grid

- Key skills for success in today's challenging environment
- Challenges of obtaining and retaining appropriately skilled workers
- The changing skills of competent auditors
- Balancing technical and soft skills to address the needs of the board and management
- Key skills and competencies to transition and develop internal auditors into trusted advisors

1:00 PM – 2:45 PM

Going Beyond Training: How to Coach, Mentor and Develop Your Team

- Onboarding new and rotating employees into the internal audit function
- Effective development programs to transform routine employees into high-producers
- Get more value from your training budget and tailor training to your staff's needs
- How to benefit the most from a mentor and how you can become an effective mentor to others

3:00 PM – 4:00 PM

Late-Breaking Session

4:10 PM – 5:10 PM

How to Increase Staff Engagement

- Concrete ideas to build a work culture characterized by teamwork, creativity, discipline and accountability
- How to motivate and energize your staff
- Building innovation into internal audit planning, fieldwork and reporting activities
- Examining leadership styles and increasing awareness of your department's needs

Thursday, August 22

8:00 AM – 8:30 AM

Recap Prior Day's Key Content and Takeaways

8:30 AM – 9:45 AM

Dealing with Difficult Employees

- How to deal effectively with disruptive employees
- Solutions to address a lack of auditor accountability for the quantity and quality of results
- Promoting appropriate debate to avoid group-think and increase the quality of the audit product
- Using your leadership style and leveraging other resources and techniques to address challenging employees

9:45 AM – 10:45 AM

Leadership vs. Inspire-ship

Ernest Anunciacion, Director of Product Marketing, Workiva

Congratulations! You're either a newly minted CAE or on the path to becoming one. So now what? This session will take you through one practitioner's journey to the CAE role, during which we will:

- Provide a definition of "inspire-ship" and how it differs from leadership
- Highlight specific tools designed to help understand various leadership styles
- Challenge typical leadership social conventions
- Identify the skill sets common amongst inspirational leaders

Monday, August 19

8:30 AM – 9:15 AM

Review Program Objectives and Agenda

9:15 AM – 10:30 AM

Improving the Identification, Analysis and Quantification of Events During Your Risk Assessments

- Identify operational, compliance, technological and other risks sooner
- Identify which events can become risks and how to quantify them
- Examine other dimensions of risk assessment that few are currently using
- Expand your measurement techniques
- Effective techniques to work more effectively with the risk management function

10:45 AM – 12:00 PM

Auditing What Matters Most: Developing More Effective Audit Plans and Audit Programs

- Prepare a balanced audit plan that includes the relevant activities
- Managing your audit plan to increase the likelihood of meeting it while exceeding clients' expectations
- Develop better and accurate cost estimates
- Set and meet engagement deadlines without compromising quality

1:00 PM – 2:45 PM

Panel Discussion: Elevating Our Use of Data Analytics and Technology

Moderator: Dr. Hernan Murdock, CIA, CRMA, Vice President, Audit Division, MISTI

Panelists: Barbara Zack, Vice President Internal Audit, Chief Audit Executive, Houghton Mifflin Harcourt

- Leveraging technology to do more in today's demanding business environment
- Benefit more from data analytics
- The growing role and impact of AI and machine learning
- Workpaper management software tools, usage, challenges and solutions
- Leveraging data visualization and business intelligence

3:00 PM – 4:00 PM

How to Plan and Conduct an Audit of Corporate Culture and Ethics

- Essential review procedures to objectively assess and document what is otherwise a very subjective topic
- Get management and board support before, during and after the engagement
- Working with human resources and other providers to obtain needed information
- Building the case for sustainable improvements to the organization's culture and governance infrastructure

4:10 PM – 5:10 PM

Building Stronger Relationships and Working More Effectively with the Third Line of Defense

- Leveraging resources to provide better coverage and reduce organizational expenses
- When and to what extent we can rely on the work of others

- Improving collaboration to provide combined assurance reliably and consistently
- Building stronger relationships with your stakeholders

Tuesday, August 20

9:00 AM – 9:30 AM

Recap Prior Day's Key Content and Takeaways

9:30 AM – 10:45 AM

Tips, Tools and Techniques to Improve Our Written Communications

- How to write better, faster and more persuasive audit reports
- Improving the clarity and usefulness of audit communications
- Best practices to make written communications more creative and effective
- Improving the quality of narratives, walkthroughs, review notes, findings, reports and other communications

11:00 AM – 12:30 PM

The Best Metrics to Evaluate Your Staff's Performance

- Implementing KPIs to assess productivity, quality and employee engagement
- Setting the right expectations, assessing results and ensuring accountability
- Balance objective and subjective criteria when providing feedback and in your performance evaluation process
- Techniques to improve your staff's productivity during every phase of the engagement
- Developing a Balanced Scorecard to measure the performance of your department

1:30 PM – 3:30 PM

How to Address Technology and Change Management Risks While Constrained by Limited IT Audit Resources

- The top IT, cybersecurity, privacy, DevOps, third party, social media, and process automation risks confronting organizations
- The impact of change on the IT infrastructure and how internal auditors can be prepared to support management's change initiatives
- Obtain and manage your IT audit resources for maximum productivity and quality
- Techniques to review needed IT and change initiatives when resources are limited and over-extended

3:45 PM – 4:45 PM

Late-Breaking Session**Wednesday, August 21**

8:30 AM – 10:00 AM

Session Overview and Your Take-Away Game Plan

- Crystalize your current state and define your desired state
- Develop your transformation plan and review how to monitor results
- Deploy your actions and your take-away game plan

10:15 AM – 12:00 PM

Developing the Strategic Vision for Your Department

- Use a SWOT analysis to generate ideas to refine the vision for your department
- Summarize the emerging issues facing the internal audit profession in general and your department specifically
- Discuss the strategic opportunities and threats facing your department
- Refine the vision for your department

1:00 PM – 2:45 PM

Leveraging Your Seat at the Table

- Deepen your relationship with the Audit Committee and C-Suite
- Incorporate and address key business risks and concerns in your annual audit plan
- Align your plan with the overarching strategic plan
- Leverage the experience of other CAEs

3:00 PM – 4:00 PM

Influencing Your Organization to Optimize the Three Lines of Defense

- Defining the roles of the three lines of defense to minimize duplicative work
- Creating a unified methodology
- Developing consistent control evaluation and documentation criteria
- Provide the Audit Committee and C-Suite with comprehensive reporting

4:10 PM – 5:10 PM

Resourcing to Meet Strategic Human Capital Needs: Outsourcing, Co-sourcing, Developing Succession Talent

- The components of a world-class team
- Creating centers of excellence to retain talent and facilitate knowledge transfer
- Using external consultants strategically and tactically
- Building internal audit's collective business acumen and critical thinking
- The value of rotational and guest programs

Thursday, August 22

8:30 AM – 9:45 AM

Case Studies in Risk Management Organizational Change: What Would You Do?

Develop viable solutions to strategic challenges facing audit departments. Bring the challenge that you need solved and leverage your peers' CAE experience.

- Developing solutions and challenges facing audit departments
- Solving challenges and leveraging peers' experiences

9:45 AM – 10:45 AM

Refining the Takeaway Game Plan for Your Department

During this session, you and fellow CAEs will work as a collective group and then as small groups to discuss your take away game plan, identify the risks to this plan, and how to address them.

GENERAL Sessions



Monday, August 19

8:00 AM – 8:25 AM

Welcome Remarks: Remaining Relevant Now and in the Future

Dr. Hernan Murdock, CIA, CRMA, Vice President, Audit Division, MISTI

Internal auditors must keep up to date to help their clients manage the risks and opportunities future changes will generate. Our duty is to provide reasonable assurance about the quality of internal controls as well as the structure and mechanism in place to protect and enhance stakeholder value. We can only do this effectively if we understand the key trends affecting us now and in the coming years, and their implications. But knowing these things is not enough. We must make our presence known and felt within our organizations to become trusted advisors and credible business partners. This means adopting a strategic mindset; truly understanding our clients' priorities and concerns; and providing better hindsight, deeper insight and timely foresight.

Tuesday, August 20

8:00 AM – 8:50 AM

General Session



Wednesday, August 21

8:00 AM – 8:25 AM

General Session: Are You and Your Team Future-Ready?

Ann M. Butera, Founder and President, The Whole Person Project, Inc

To be a successful auditor, you need to do more than review what has happened. You need to anticipate the array of risks that will emerge as a result of future technological, organizational, operational, social, regulatory and political change.

- The critical behaviors of future-ready professionals, so you can assess how you measure up
- Three ways you can increase your anticipation and readiness
- A time-tested model you need to collect comprehensive, forward-looking data needed to make useful strategic plans for your department and the audits your teams execute



Thursday, August 22

11:00 AM – 12:00 PM

General Session: Promoting and Sustaining an Agile and Innovative Methodology and Workforce

Ann M. Butera, Founder and President, The Whole Person Project, Inc

Dr. Hernan Murdock, CIA, CRMA, Vice President, Audit Division, MISTI

- Key actions to achieve greater diversity of staff, mindset and operating approaches
- Leveraging your leadership skills to mobilize your staff, broaden your department's methodology and address new and emerging risks faster and better
- How to define, develop and benefit from your leadership potential now and in the future to achieve your career goals
- Defining, implementing and managing your attitude for maximum results

Registration Information

To Register

Web: auditexecutive.misti.com

Email: customerservice@misti.com

Call: 508-879-7999 ext. 501 **Fax:** 508-787-0033

IMPORTANT: Please refer to the **Registration Code AEI19** when you register.

Tuition

Tuition includes the four-day program, course materials, continental breakfasts, lunch Monday through Thursday and evening receptions on Monday and Wednesday.

PACKAGE	Early Bird Rate until 6/17	Regular Rate 6/18 - 8/12	After 8/12
Executive Program	\$3,295	\$3,495	\$3,695
Government Employees and IIA members (10% discount)	\$2,965	\$3,145	\$3,325

Team Discount

REGISTER 2 AND THE 3RD CAN REGISTER AT 50%!

The discount will apply to the registration of lowest value, cannot be combined with any other discount offers, and does not apply to previous registrations. Team registrations must be made and paid for at the same time.

MISTI Cancellation Policy

If you can no longer attend The Audit Executive Institute, please review the MISTI cancellation policy below and provide written notice to MISTI Customer Service at customerservice@misti.com. Cancellation policies are subject to change without notice.

- Cancellations received on or before July 5, 2019 will be entitled to a refund, less an administrative fee of \$195.
- You may elect to substitute another individual from your organization for the same event at any time without incurring an administrative fee of \$195. Registrations are nontransferable to other events.
- Cancellations received between July 6–July 28, 2019 will be refunded 50% of the amount paid.
- No refund will be given for cancellations received on or after July 29, 2019.

Check-In

The Audit Executive Institute Registration Desk will open on Monday, August 19, 2019, at 7:30 AM.

Reception

A networking reception will be held on Monday, August 19 at 5:15 PM.

CPE Credits

As a participant you are eligible to receive 31 hours of CPE Credits toward professional recertification requirements.

31
CPEs



MIS Training Institute is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org

Advance Preparation: None

Delivery Method: Group-Live

NASBA Field of Study: Business Management & Organization

The MISTI High-Yield/No-Risk Guarantee

Attend this program and receive tools and techniques that will help you do your job better. If you feel you did not benefit from this program, please write to us on your organization's letterhead within 30 days of attending the event and MISTI will give you a full credit toward another program.

Accommodations

A block of rooms has been reserved on a space-available basis at the Hilton Boston Back Bay until **July 28, 2019**, at a rate of **\$279** per night. After that date, reservations may be made on a space-available, regular-rate basis. To book your reservations, contact the hotel directly at 617-236-1100 and mention the MISTI room block.



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Registration Code: **AE19**

31 CPEs

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The Audit Executive Institute

A MASTER'S PROGRAM FOR CAE'S AND AUDIT LEADERS

In This Four-Day, Fast-Track Program You Will:

- **Participate** in a highly interactive environment and get practical answers to the challenges you face
- **Discuss** ways to gain a seat at the table as the Trusted Advisor
- **Gain** insights and feedback from peers who understand and have experienced the issues that are important to you
- **Learn** how to build and retain the talent you need to achieve your goals
- **Benchmark** your results against peers

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