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Mastering the Five Tiers of Audit Competency

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Risk-based operational audits and performance audits require a broad array of competencies. This book provides auditors and risk professionals with the understanding required to improve results during risk-based audits. Mastering the Five Tiers of Audit Competency: The Essence of Effective Auditing is an anthology of powerful risk-based auditing practices. Filled with practical do and don't techniques, it encompasses the interpersonal aspects of risk-based auditing, not just the technical content. This book details the behaviors you need to demonstrate and the habitual actions you need to take at each phase in an audit to manage the people relationships as well as the work itself. Each section of this book is devoted to a component of the audit: planning, detailed risk and control assessment, testing, audit report writing, project management, audit team management, and client relationship management. The book leverages The Whole Person Project, Inc.'s 30 years of hands-on organizational development experience and custom-designed internal audit training programs to aid those just starting out in audit as well as more experienced auditors. It also contains templates you can use to set performance goals and assess your progress towards achieving those goals. This book will spark ideas that can enhance performance, improve working relationships, and make it easier to complete audits that improve your organization's risk management culture and practices. Explaining how to make positive and sustained changes to the way you approach your work, the book includes a summary of the key points and a brief quiz to help you remember salient ideas in each chapter. Presenting proven methods and advice that can help you immediately save time, reduce stress, and produce reliable, quality results, this book is an ideal resource for anyone looking to make positive changes and adopt more productive work habits

This book addresses the important role of communication within the context of performing an audit, project, or review (i.e., planning, detailed testing, and reporting). Intended for audit, information security, enterprise, and operational risk professionals at all levels, including those just starting out, Say What!? Communicate with Tact and Impact: What to Say to Get Results at Any Point in an Audit contains an array of practical and time-tested approaches that foster efficient and effective communication at any point during an engagement. The practical and memorable techniques are culled from author Ann M. Butera's CRP experience as a trusted advisor who has taught thousands of professionals how to develop and hone their interpersonal, communication, and empathic skills. Those familiar with the Five Tier Competency Model™ she developed will recognize these techniques as a deep dive on the competencies comprising Tier 3: Project Management and Tier 5: Managing Constituent Relations. The author discusses the following behaviors in one's dealings with executives, process owners, control performers, and colleagues: Demonstrating executive presence Becoming the trusted advisor Influencing others Communicating with tact, confidence, and impact Facilitating productive meetings and discussions Overcoming resistance and objections Managing and resolving conflict Knowing when to let a topic go and move on This book is a guide for professionals who want to interact proactively and persuasively with those they work with, audit, or review. It describes techniques that can be used during virtual, in-person,

telephone, or video conferences (as opposed to emails, workpapers, and reports). It provides everyone (newer associates in particular) with the interpersonal skills needed to (1) develop and build relationships with their internal constituents and clients, (2) facilitate conversations and discussions before and during meetings, and (3) handle impromptu questions with confidence and executive presence and make positive first impressions. The topics and techniques discussed are accompanied by case studies, examples, and exercises to give the readers the opportunity to develop plans to bridge the gap between theory and practice. The readers can use the book as a reliable resource when subject matter experts or training guides are not readily available.

Internal auditors are expected to perform risk-based audits, but do so partially because they focus on financial and compliance risks at the expense of operational, strategic and technological ones. This limits their ability to evaluate critical risks and processes. This book merges traditional internal audit concepts and practices with contemporary quality control methodologies, tips, tools and techniques. It helps internal auditors perform value-added operational audits that result in meaningful findings and useful recommendations to help organizations meet objectives and improve the perception of internal auditors as high-value contributors, appropriate change agents and trusted advisors.

There are many webinars and training courses on Data Analytics for Internal Auditors, but no handbook written from the practitioner's viewpoint covering not only the need and the theory, but a practical hands-on approach to conducting Data Analytics. The spread of IT systems makes it necessary that auditors as well as management have the ability to examine high volumes of data and transactions to determine patterns and trends. The increasing need to continuously monitor and audit IT systems has created an imperative for the effective use of appropriate data mining tools. This book takes an auditor from a zero base to an ability to professionally analyze corporate data seeking anomalies.

This book explores a broad cross section of research and actual case studies to draw out new insights that may be used to build a benchmark for IT security professionals. This research takes a deeper dive beneath the surface of the analysis to uncover novel ways to mitigate data security vulnerabilities, connect the dots and identify patterns in the data on breaches. This analysis will assist security professionals not only in benchmarking their risk management programs but also in identifying forward looking security measures to narrow the path of future vulnerabilities.

This book helps auditors understand the reality of performing the internal audit role and the importance of properly managing ethical standards. It provides many examples of ethical conflicts and proposes alternative actions for the internal auditor. Internal auditors are well-schooled on the IIA Standards, but the reality is that the pressure placed on internal auditors related to execution of work and upholding ethical standards can be very difficult. Regardless of best practice or theory, auditors must be personally prepared to manage through issues they run across.

This book illustrates the importance of business impact analysis, which covers risk assessment, and moves towards better understanding of the business environment, industry specific compliance, legal and regulatory landscape and the need for business continuity. The book provides charts, checklists and flow diagrams that give the roadmap to collect, collate and analyze data, and give enterprise management the entire mapping for controls that comprehensively covers all compliance that the enterprise is subject to have. The book helps professionals build a control framework tailored for an enterprise that covers best practices and relevant standards applicable to the enterprise. Presents a practical approach to assessing security, performance and business continuity needs of the enterprise Helps readers understand common objectives for audit, compliance, internal/external audit and assurance. Demonstrates how to build a customized controls framework that fulfills common audit criteria, business resilience needs and internal monitoring for effectiveness of controls Presents an Integrated Audit approach to fulfill all compliance requirements

Most organizations have been caught off-guard with the proliferation of smart devices. The IT organization was comfortable supporting the Blackberry due to its ease of implementation and maintenance. But the use of Android and iOS smart devices have created a maintenance nightmare not only for the IT organization but for the IT auditors as well. This book will serve as a guide to IT and Audit professionals on how to manage, secure and audit smart device. It provides guidance on the handling of corporate devices and the Bring Your Own Devices (BYOD) smart devices.

The book provides the complete strategic understanding requisite to allow a person to create and use the RMF process recommendations for risk management. This will be the case both for applications of the RMF in corporate training situations, as well as for any individual who wants to obtain specialized knowledge in organizational risk management. It is an all-purpose roadmap of sorts aimed at the practical understanding and implementation of the risk management process as a standard entity. It will enable an "application" of the risk management process as well as the fundamental elements of control formulation within an applied context.

This is the first book to finally address the umbrella term corporate defense, and to explain how an integrated corporate defense program can help an organization address both value creation and preservation. The book explores the value preservation imperative, which represents an organization's obligation to implement a comprehensive corporate defense program in order to deliver long-term sustainable value to its stakeholders. For the first time the reader is provided with a complete picture of how corporate defense operates all the way from the boardroom to the front-lines, and vice versa. It provides comprehensive guidance on how to implement a robust corporate defense program by addressing this challenge from strategic, tactical, and operational perspectives. This arrangement provides readers with a holistic view of corporate defense and incorporates the management of the eight critical corporate defense components. It includes how an organization needs to integrate its governance, risk, compliance, intelligence, security, resilience, controls and assurance activities within its corporate defense program. The book addresses the corporate defense requirement from various perspectives and helps readers to understand the critical interconnections and inter-dependencies which exist at strategic, tactical, and operational levels. It facilitates the reader in comprehending the importance of appropriately prioritizing corporate defense at a strategic level, while also educating the reader in the importance of managing corporate defense at a tactical level, and executing corporate defense activities at an operational level. Finally the book looks at the business case for implementing a robust corporate defense program and the value proposition of introducing a truly world class approach to addressing the value preservation imperative. Cut and paste this link (https://m.youtube.com/watch?v=u5R_eOPNHbl) to learn more about a corporate defense program and how the book will help you implement one in your organization.

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