

Building and Leading high-performing Audit teams

Markos Daskalakis

JULY 9, 2020

9:00-16:15

CPE's: 7



Course Objectives

This seminar aims to convey the principles, methods and effective, contemporary tools used to build a high-performing audit team that contributes to a state-of-the-art Internal Audit Department. The delivery method will go beyond the material the presentation deck and seek to spark constructive conversations with/within the Audience, so that ideas and potential approaches can be discussed real-time.

Participants will be able to:

- Appreciate how the human brain makes decisions
- Identify basic traits of individual/team behaviours and influence these
- Build their Teams thoughtfully, integrated within the strategic objectives of the Firm
- Lead multicultural teams with impact and conviction, through strenuous times / crises
- Influence their key stakeholders, to enhance the potential of a successful outcome



Who should attend?

Internal / External Auditors with limited or extensive experience in leading Audit teams



Course description

1. Introduction

- 1.1. The human brain
Mental traps, Problem solving processes
- 1.2. Characteristics of a good leader

2. You

- 2.1. Social Styles
- 2.2. SWOT
- 2.3. Covey Circles of Control
- 2.4. Personal Leadership
- 2.5. Relationships: The Karpman drama cycle, Relationship viruses, Above the line thinking

3. Others

- 3.1. The 6 Human Needs
- 3.2. Cialdini's 6 Principles of Influence
- 3.3. Marshall Goldsmith: Influencing up

4. Constructing your team

- 4.1. Designing and advertising your roles
- 4.2. Filtering CV's / Constructing your shortlist
- 4.3. Designing your ScoreCard
- 4.4. Running your Competency-based interviews
- 4.5. Onboarding

5. The Team – Principles of Success

- 5.1. Definition of "team"
- 5.2. The 5 Principles of a successful team
Trust, Constructive Conflict, Commitment, Accountability, Results
- 5.3. Tuckman model (F-S-N-P)
- 5.4. Appreciative Inquiry: The four "D" process
- 5.5. Four steps of observational feedback
- 5.6. Four steps of skill building

6. Leadership in Action

- 6.1. Listening Skills
- 6.2. Questioning Skills
- 6.3. The Triangle of Success
- 6.4. Circuit Motivation Model



Curriculum vitae

Markos Daskalakis brings more than two decades of continuous professional experience, 19 years of which in Global Dow 150 financial institutions (in all 3 lines of defence) and Deloitte, across 3 continents.



He has operated at the Board and Audit Committee level contributing industry expert ideas, shaping strategic decisions, converting them to tactical plans and driving these efficiently to implementation

Key features of his career include:

1. creating, reshaping and re-tooling large Internal Audit functions, formulating & deploying Internal Audit Methodologies that comply with global standards and best practices
2. leading/facilitating the delivery of complex, multi-jurisdictional operational and financial restructuring projects

Concurrently, Markos pursues an academic career as a freelance lecturer in Audit, Assurance, Business and Finance-related professional qualifications such as ACCA, CISA, CIA and DipIFR in EMEA, bespoke courses and coaching for Executives with more than 3,500hrs of classroom experience

He is a Certified Information Systems Auditor (ISACA-CISA), a Certified Internal Auditor (IIA-CIA), an Associate Chartered Accountant (ICAEW-ACA) and a member of the Technical Chamber of Greece. He earned a Master's Degree in Civil and Environmental Engineering from Imperial College, London

Today, Markos lives in London and works as an Internal Audit Chief Operating Officer in one of the world's largest Financial Institutions that employs circa 260,000 people and has Total Assets of circa USD2.7 trillion.

Mr Daskalakis offers his services pro bono



Price

€ 250

€ 180 (members
IIA Greece)



Venue

virtual seminar via
tele-conference