



Leadership Speaking and Executive Presence

Dustin Birashk, CPA

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Dustin Birashk

Dustin has been in public accounting since 1999 and specializes in serving financial institutions including credit unions, community banks, thrifts, mutual banks, SEC banks, mortgage banking companies, and other financial services organizations. He is proficient with opinion audits and Supervisory Committee agreed-upon procedures engagements.

Dustin is actively involved in the firm's Financial Services Group and is a frequent speaker at industry association events, Moss Adams' annual supervisory committee workshops and webcasts, and also authors articles for firm and industry publications.



Expertise

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

D

105

years in business

E

2,900

professionals

E

P

30+

industries served



Reach

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

W I D E

25+

locations

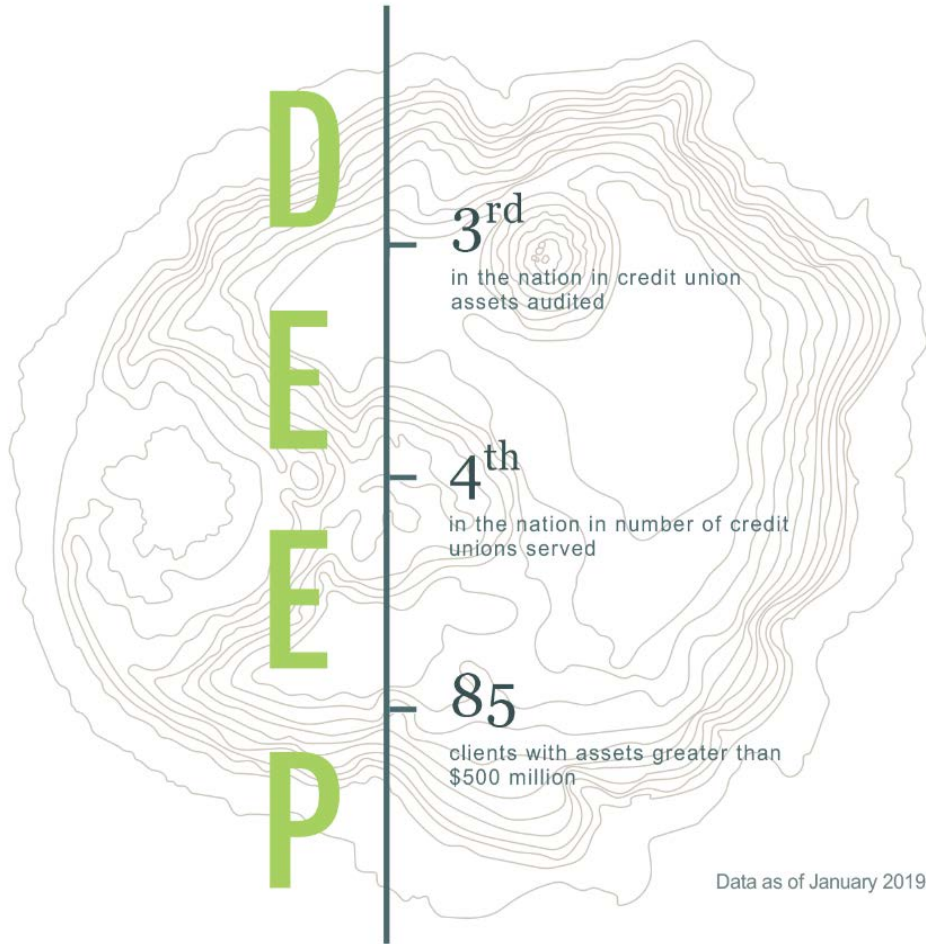
100+

countries served
through Praxity,
AISBL

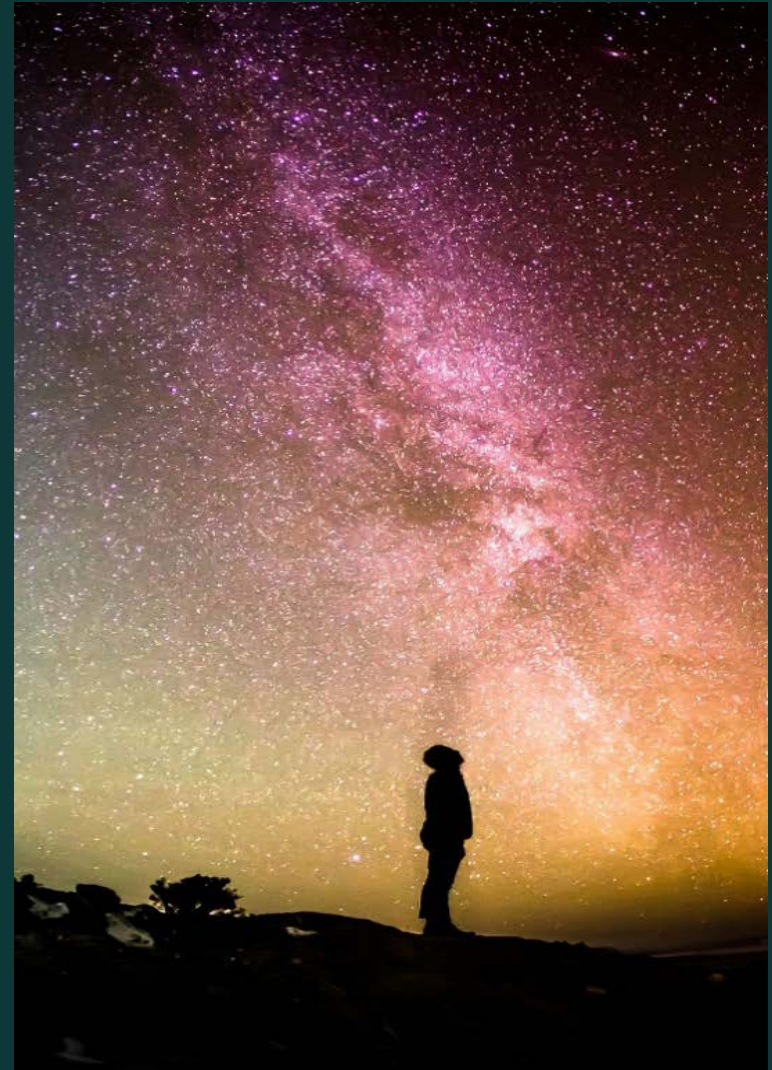
\$577M

in revenue earned





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



What We'll Cover

- 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



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



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?

- 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

- **Today's economic environment**
 - 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





How can you
sound more
confident?



Techniques for sounding more confident



- 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?

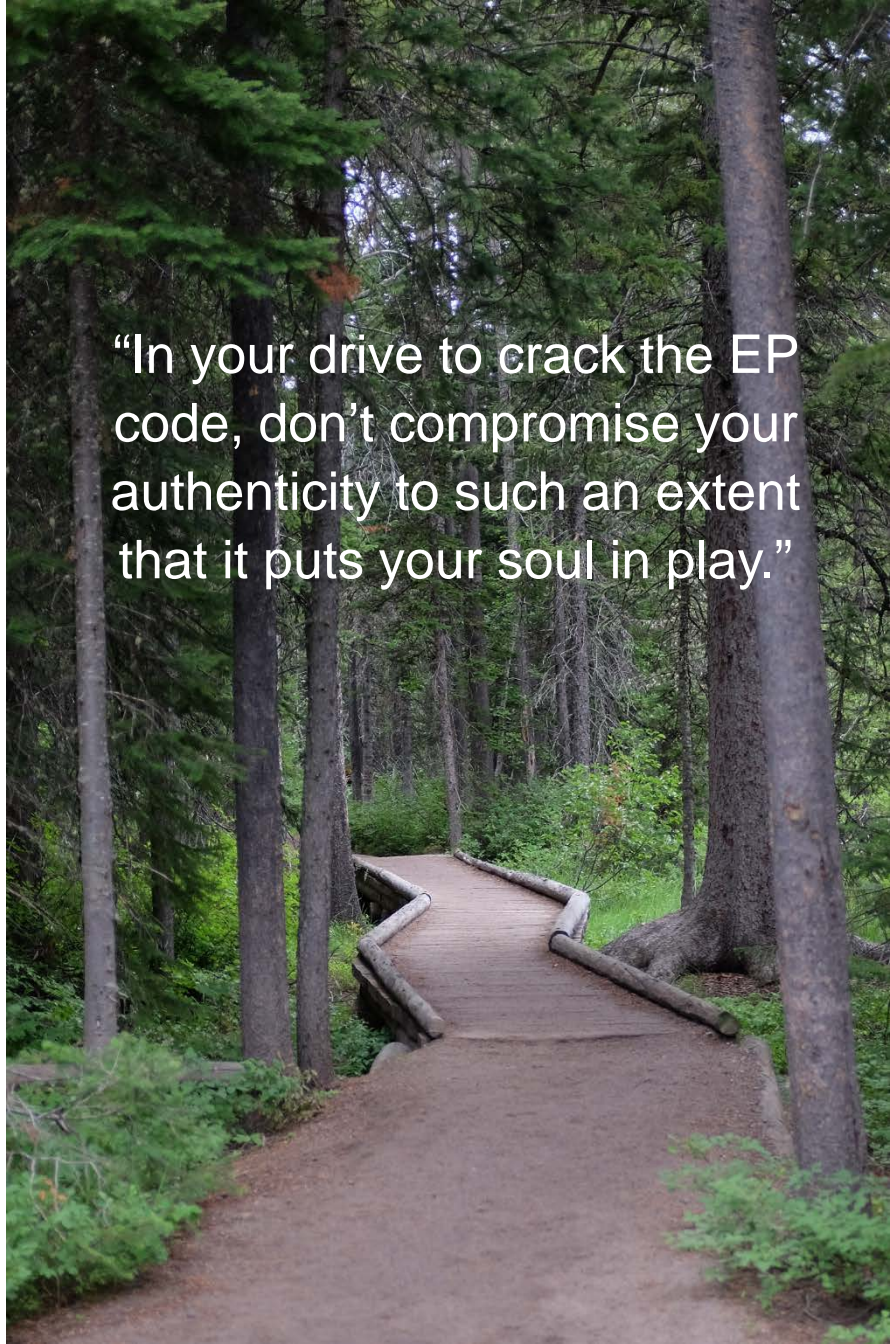


- Good posture
- Purposeful movement
- Pleasant/neutral facial expression
- Polished appearance



How can you project confidence authentically?

- 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.



Gain Self-Awareness

- 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

- 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.





**Celebrate big and
small successes!**



What are the Obstacles to Getting a Seat at the Table

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



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

- 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.



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...
 - Get this right!
- Don't let advisory or consulting work overshadow your basic assurance and compliance work.



Build on Assurance Work

- 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 Assurance 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.**



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Thank you!

