



The Institute of  
Internal Auditors

**#PurposeServiceImpact**

*2017-18 IIA Global Chairman's Theme*

**J. Michael Peppers, CIA, QIAL, CRMA**  
2017-18 Chairman of The IIA Global Board  
Chief Audit Executive, University of Texas System

# #Purpose



@jmpeppers Retweeted

A noble **purpose** inspires sacrifice, stimulates innovation, and encourages perseverance.

- *Gary Hamel,  
Management consultant*

# #Service



@jmpeppers Retweeted

The best way to find yourself  
is to lose yourself in the  
**service** of others.

- *Mahatma Gandhi,  
Civil rights leader*

# #Impact



@jmpeppers Retweeted

A life is not important except in the **impact** it has on other lives.

- *Jackie Robinson,  
First African-American to play  
Major League Baseball  
in the modern era*



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# #Purpose Service Impact

 @jmpeppers







## #Purpose

- Being in the right place



## #Service

- Doing the right things (and doing them well)



## #Impact

- Achieving transformational results





## As an internal auditor

*“To enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight”*

*Mission of Internal Auditing,  
International Professional Practices Framework*



Efficiency  
Competence  
Authority Insight Objectivity  
Integrity  
Effectiveness  
Assurance  
Improvement  
Quality  
Communication  
Strategy  
Positioning  
Future-focused



Why does the organization do what it does?

*Mission ... Strategy ... Objectives ... Culture*



64%

Take active role in assessing strategic risks

73%

Consult on business processes

71%

Facilitate and monitor effective risk management

66%

Alert management to emerging issues, changing scenarios

Source: IAF Common Body of Knowledge (CBOK) Stakeholders Study



- Know the organization's mission, strategy, objectives, and risks
- Give priority to assurance work
- Conform with IIA's Standards
- Align assurance with strategic risks
- Provide advisory work, especially around risks
- Coordinate with second line of defense

Source: IAF CBOK Voice of the Customer Survey

# Self-examination



Am I on track to achieve what I want to do in my life? Do I need a course correction?

AS AN INDIVIDUAL



Am I motivated and engaged? Do I motivate and engage others?

AS A TEAM MEMBER





- Service is purpose put into action
- What we actually do to help others





**Embrace role of educator and change agent**

**Be brave enough to do the right thing**

**Develop strong relationships with stakeholders**

**Continue to develop competencies**

**Build interpersonal, or soft, skills**



*Sources: CBOK, Pulse of Internal Audit, Trusted Advisors*





# Serve in areas that matter to you

Give of your resources in:

- Time
- Talents
- Finances



# Volunteer!

To get to know a community... *To demonstrate commitment...*  
 To gain leadership skills... *To feel needed... To do your civic duty...* **Because of encouragement from a friend or employer...** *Satisfaction from accomplishment... To keep busy...* *For recognition...* *To repay a debt...* *To donate your professional skills...* *Because there is no one else to do it...* **To have an impact...** *To learn something new...*  
*For escape...* *To be challenged...* *To be a watchdog...* *To feel proud...*  
*To make new friends...* *To explore a career...* **To help someone...** *As therapy...* *To do something different from your job...*  
*For fun!...* *To earn academic credit...* *To keep skills alive...* *To have an excuse to do what you love...* *To make improvements...* **To assure progress...** **To feel good...**  
*To be part of a team...* **Because you were asked...** *To test yourself...* **To build your resume...** *To be an agent of change...*





## CULTURE

58% do not audit it



## CYBER

52% lack expertise to address cyber risks



## DATA

71% lack confidence in data that companies use for strategic decisions



## COMMUNICATIONS

65% need greater proficiency in organizational politics





**Multiply your  
transformational impact  
by joining with others**



# INTERNAL AUDIT FOUNDATION™



Internal Auditing Education  
Partnership Program





## #Purpose

- Understand and align purpose



## #Service

- Commit to service



## #Impact

- Make a difference



*#Think*



*#Identify*



*#Unify*



*#Connect*

**#PurposeServiceImpact**

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