



The Institute of
Internal Auditors
Indonesia

2014 ACIIA CONFERENCE BALI, INDONESIA

ASIAN CONFEDERATION OF INSTITUTE OF INTERNAL AUDITORS

The Stones Hotel - Legian, Bali

24 - 25 November 2014

Organized by:



Supported by:



Changing Camps

Transition from CAE to Senior Management

Dharshana De Silva

Assistant Group General Manager - Prima Group Sri Lanka

(Former Group CAE)



The Prima Group

- **Largest Food Industry Conglomerate**
- **Top 3 Exporters in Sri Lanka, Export to over 45 Countries.**
- **Operates one of the Worlds Largest Flour Mills.**
- **4000 Employees**
- **12 Companies**
- **No 1 Product Brand and Market Share in Sri Lanka for Flour, Noodles, Chicken, Feed, Processed Meats.**



CHANGING OUR GAME??

“Change our Mind Set”



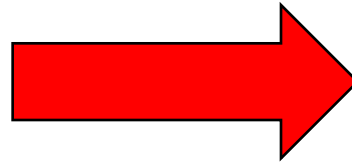
Reality Check?



**Access
Opportunity
Scope**



The Transition....



The **Journey**....



“Many of the ‘THINGS’ I did at the begging of my career was not to move out of Internal Audit, But now when I look back, I understand better of the ‘THINGS’ that got me to where I am”



GAME PLAN



1. Capitalizing on the – ENDLESS opportunities
2. Increase Audit Involvement
3. Strengthening Relationships
4. Presentations to Chairman & Board
5. Strategic Vs Mundane
6. Leadership and Communication

1. Capitalizing on the – ENDLESS Opportunities



- ✓ Access to Limitless Information
- ✓ Access to People Top to Bottom
- ✓ Understanding business complexities
- ✓ Broad overview of an organization
- ✓ Scope of Work – Often We limit
- ✓ Ability bring new proposals at anytime

“It’s a matter of knowing where to look”



Personal Experience

Early Stages..

- Started Attending Management Meeting
- Quarterly Sales, Business Review Meeting
- Organized Social Events

Later on..

- Attending Board Meetings
- Leadership to Special Projects
- Group Synergy Initiative



2. Increase Audit Involvement

ARE WE
DOING
ENOUGH?

*“Fundamental Question:
What does the Origination
Need?”*



Personal Experience

- **Getting to understand Business Operations from Root up**
- Got my staff, to support implementations.
- Advisory Role at Management Meetings
- Encouraging invitations to Audit (Promotional and Marketing Campaign by IA Department)
- Reducing Interaction Formalities'



3. Strengthening Relationships



“Building Trust”



Personal Experience

- Chairman / CEO – *Recognition*
- With all Department Heads - *Support*
- Operational Staff – *Root Cause*
- Workers - *Information*



**“Stronger
Relationships are
Built out side the
working
environment”**



4. Presentations to Board



“Be Seen, Heard & Recognized”



Personal Experience

- It's a huge opportunity IA has to Present to Boards.
- Being Seen for what has been done.
- Board Level Approval and recognition.
- Learning to explain complexities in a simplified manner



5. Strategic Vs Mundane



“Getting involved in Strategic Business Risks, gets attention”



Personal Experience

- Matters that change the course of business gets everyone's attention and support.
- Re-structured distribution network that saved Rs. 200 million a year. (\$1.6 Million)
- Synergized Sales force for the Group. Generated Rs. 120 Million new sales in the first 6 Months.
- Direct Impact Valued by IA over 3 years, amounted close to \$12 Million.

“Board looks at Numbers too...Show them”

6. Leadership and Communication



The art of communication is the language of leadership.

James Humes



Personal Experience

- **DIPLOMACY** -Forthright , handle sensitivities
- **UPRIGHT** – Being Straight forward
- **TRUSTWORTHINESS** - Integrity and Honesty
- **LEADERSHIP** – Seen as a Leader by all levels in the organizations.
- **EMPATHY** - Seeing things from each stakeholders point of view.
- **RESILIENCE** - Mindset to deliver tough information & Situations.
- **RELIABLE**



SPOT LIGHT



This is Reality..



**KEEP
CALM
AND...**

**YOU
DECIDE**



Life is change.
Growth is optional.
Choose wisely.

THANK YOU

ALL THE

BEST!!

