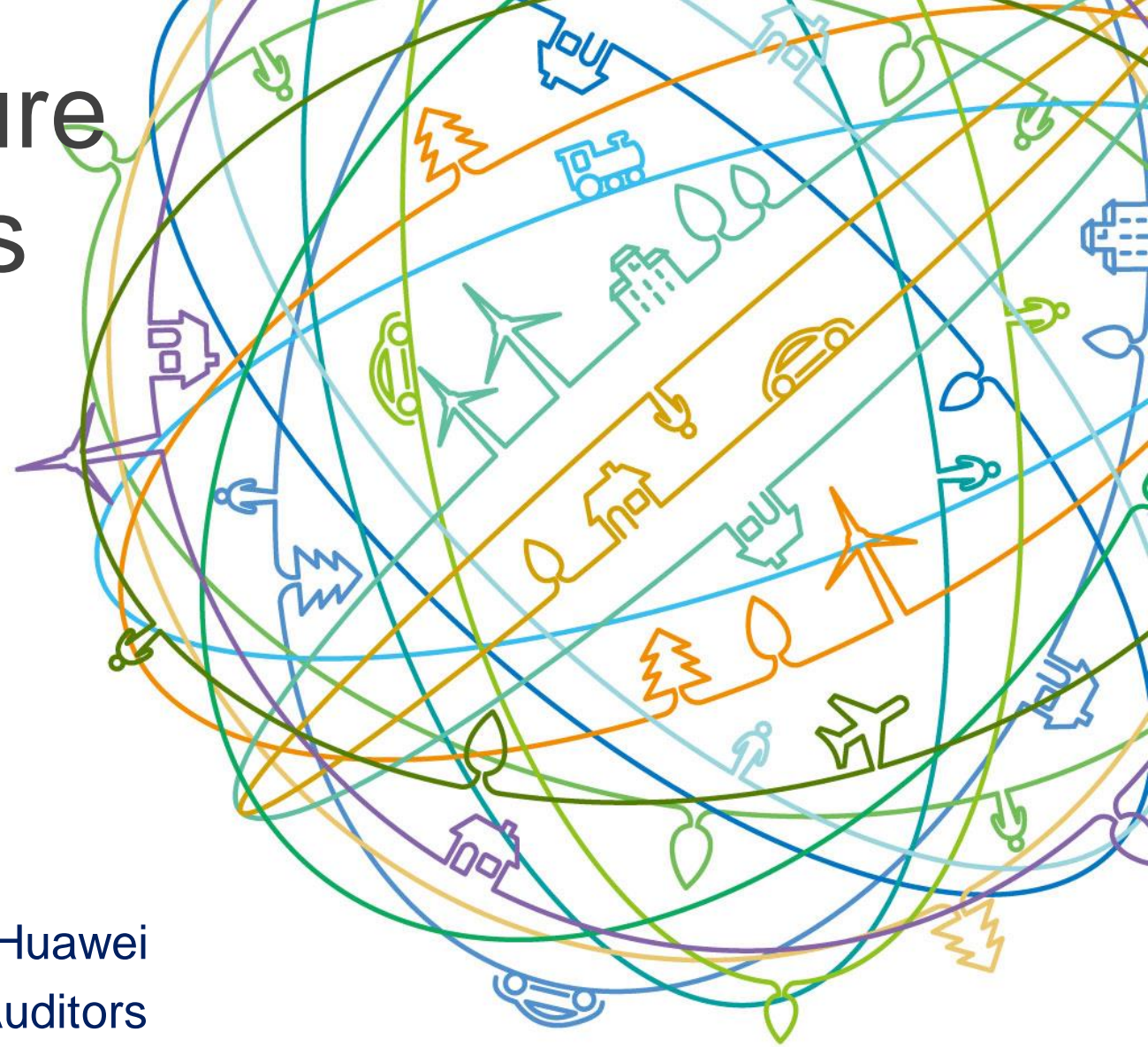


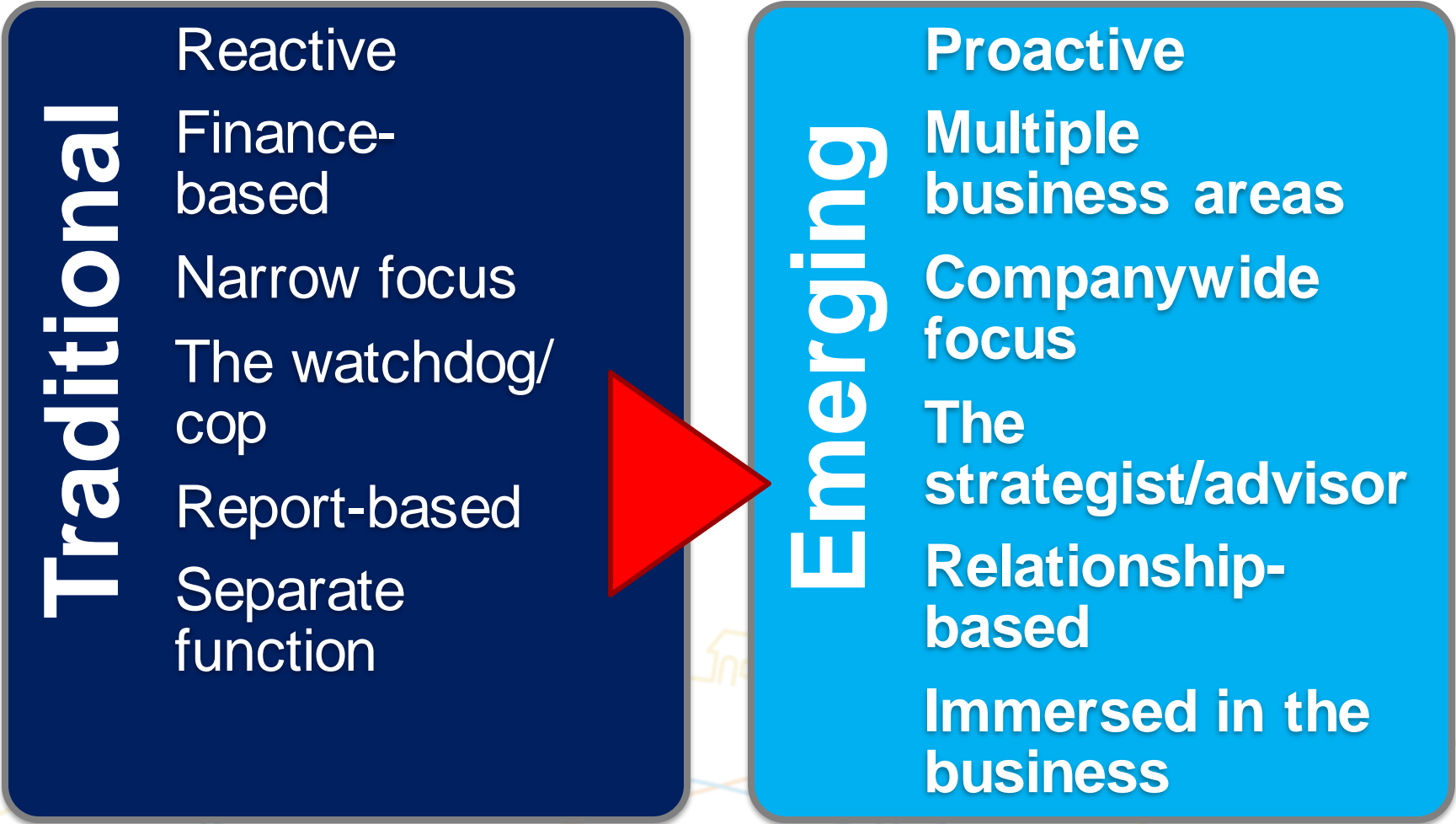
# Nurturing Strong Culture in Challenging Times

*Panel Presentation to IIA  
Indonesia  
19 August 2015*

Phil Tarling,  
Vice President, Internal Audit Centre of Excellence, Huawei  
Former Chairman of the Global Institute of Internal Auditors



## Changing Landscape for Internal Audit



# *The 7 Attributes of professional Internal Audit providing Strength*

Comes from a joint study by the Global IIA and Robert

Half in 2014

1. Communication
2. Teamwork
3. Diversity
4. Integrity
5. Relationship Building
6. Partnering
7. Continuous Learning

*Listening*



*Reports*

*Visual Analytics*

*Social Media*

# Use Simple Words



# Teamwork

- How practitioners work with each other
- Bringing in practitioners with differing skills areas
- For an effective Solution you need
  - The abilities to influence, lead and empathise,
  - Emotional intelligence



This is more around the backgrounds and experiences that people bring to the department,

The IA department has to have the ability for broad thinking

Does the team have the “Global Mindset?”

*Focus is being driven by the ethical organisation*



*IA placed to be a key instrument for the conscience of the organisation*



*Critical factor, but one that is difficult to substantiate and comes in all shapes and sizes*



# Relationships

## Ability to:

- Walk in shoes of people they audit
- Build genuine relationships before they're needed
- Convince people of IA's value

## Challenges:

- Being an introvert
- Maintaining objectivity and integrity

## Need to have:

- business acumen,
- knowledge of the company (and its risks),

# Partnerships

This is the next step on from Relationships:

- To have an effective partnership builds on a relationship

Need to have:

- Current knowledge on what's going on in the business
- Knowledge of what leaders' projects are,
- Knowledge of what they're spending money on,
- Knowledge of the top risks and the emerging risks.

# Continuous Learning

## Lifelong Learning:

- Company vs. self-directed training
- Business, leadership, technical areas

## Need to have:

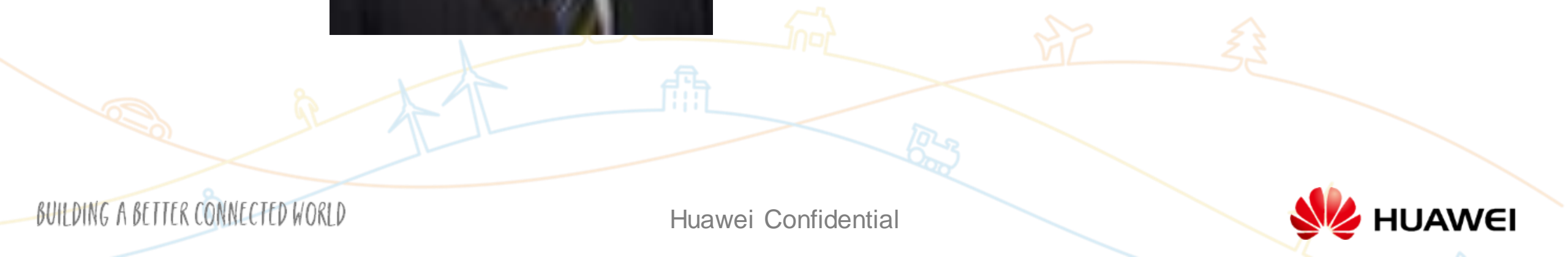
- Natural inquisitiveness,
- Commitment to development

# *Invest in Yourself*



Chairman's Theme for  
2015-16

**INVEST IN YOURSELF**



BUILDING A BETTER CONNECTED WORLD

Huawei Confidential



BUILDING A BETTER CONNECTED WORLD

THANK YOU

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