



**People-Centric Skills_ Interpersonal and Communication Skills
for Auditors and Business Professionals by Danny M Goldberg
CIA, CPA, CISA and Manny Rosenfeld CIA, CRMA
Presented By
CPA Edwin Makori, ICPAK CEO**

Sequence of Presentation



- Introduction of the Book
- Overview of the book
- Conclusion

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People-Centric Skills: Interpersonal & Communication Skills



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- Coauthored with Manny Rosenfeld – Chief Audit Executive with four global F500 Cos. and a global Financial Services organization
- First book specific to internal audit communications and personal interactions
- This is not a reference book!
 - Story book format
 - Character development
 - Fictional Internal Audit Department
 - Fictional Professional Coach/Trainer
 - Situational

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Overview

- People Centric Journey Begins
- Agreeing to the Plan
- Corporate Culture Mentoring
- Managing Conflict with Difficult Executives
- Coaching a Leader to form a Team
- Team Dynamics: Setting the Foundation for Success
- Communication to Build Relationships
- Continuing the People-Centric Journey

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•THE PEOPLE-CENTRIC JOURNEY BEGINS

•This first chapter introduces the readers to our main characters, Dalton Zimmer, professional speaker and trainer, and Matt Sanders, chief audit executive for MultiCrown Corporation. The chapter focuses on establishing the relationship between Dalton and Matt, and MultiCrown's engagement of Dalton to assist the internal audit team in developing their People-Centric skills.

•AGREEING TO THE PLAN

•Concerns MultiCrown's annual risk assessment. The audit leadership team gathers to identify the initial key risks of the organization in order to develop the audit plan for the coming year. The chapter centers on the interactions between team members, both positive and negative, as they work to nondefensively generate ideas and subsequently hone in on the critical few. At the same time, they strive to avoid the trap of falsely seeming to agree with each other just to avoid conflict, while secretly harboring reservations

•CORPORATE CULTURE MENTORING

•This chapter centers on Matt establishing a mentoring relationship with his audit director, Meghan Dorsch. This type of relationship enables Matt to provide advanced People-Centric advice to Meghan. This initial mentoring discussion focuses on how to read corporate cultures and subcultures, and how to successfully adapt to the unspoken expectations of an organization.

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MANAGING CONFLICT WITH DIFFICULT EXECUTIVES

Chapter 4 addresses the initial reason that Dalton was asked by Matt to assist MultiCrown: conflict resolution. Matt and Dalton help Bill Dorset, an audit manager, in resolving a conflict with one of their very difficult audit clients, Tom Peterson, the president of a large division. This chapter takes readers through the conflict resolution process in order to progress to more positive and mutually beneficial interactions.

COACHING A LEADER TO FORM A TEAM

This chapter concentrates on two main themes: Team roles and coaching. Matt commissions a special-purpose team to assist the Repair and Maintenance (R&M) organization by developing an audit program focusing on improving the effectiveness of the R&M processes. The chapter explores the challenges of coaching a leader to launch a cross-functional team of R&M engineers and auditors to accomplish this task. This includes delving into the roles of the team leader, team members, facilitator, and sponsor. Additionally, the chapter covers the Situational Leadership model and how to apply it in an organization.

TEAM DYNAMICS: SETTING THE FOUNDATION FOR SUCCESS

Chapter 6 continues to discuss the progress of the R&M audit team and the development of an operational audit discipline. The team goes through the stages of team development: forming, norming, storming, and performing. It also discusses the importance of Team Ground Rules and the Team Mission Statement in the development of an effective team. Finally, in the performing stage, the team focuses on building consensus and working together as an effective team.

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COMMUNICATING TO BUILD RELATIONSHIPS

This chapter continues to discuss and develop the importance of interpersonal skills. In this chapter, Dalton assists the audit team in developing a communication and promotion plan to effectively explain audit's objectives to the organization. This issue arises as a new executive joins MultiCrown and Matt wants to begin their relationship in a positive and constructive manner. Significant aspects of relationship building include transparency and constant communication, optimized and active listening, and the ability to read body language and gesture clusters.

CONTINUING THE PEOPLE-CENTRIC JOURNEY

The final chapter takes our main characters to the year-end week of training. It focuses on finalizing and summarizing what has occurred during the year and reviewing the key People-Centric lessons for all team members. It also begins to establish possible future paths to continue the People-Centric journey for this engaging, ascending, and hard-driving team, and their now-beloved consultant.

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People-Centric (P-C) Skills aim to improve all aspects of personal interactions, relationship development, and communications. These skills are as essential to success as are the technical skills. The People-Centric Skills include, but are not limited to:

- communication in all mediums,
- conflict resolution, active listening,
- leadership, mentoring and coaching,
- establishing business relationships,
- effective teaming and team dynamics,
- consensus building,
- nonverbal communications and body language,
- assessing corporate culture, etc.

Communication



Why Is Communication Important?



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EVEN C'S TO EFFECTIVE COMMUNICATION



Clear/Coherent

- Focused
- No question about intention or objective
- Leave no doubt
- Eliminate irrelevance
- Embrace logic
- Straight forward
- Comprehensible

- Minimize word usage but....
 - Do not spare words for the sake of being brief
- Use useful words, not space killers
- Do keep your audience engaged and interested

Complete / Correct



- Be thorough, paint a picture
- Beginning to end
- Get your point across
 - Introduce
 - Support
 - Reiterate
- Truthful
- Accurate
- Honest
- If you do not know, admit it!

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- Interesting
- Know when to dive into an area and know when you are giving too much detail
 - Subject matter must be flexible
- Command more attention and better responses
- Compelling language that encourages action
- Know your objective and consistently reiterate
- Well organized messages

- Easy to follow and understand
- Speak with an audience, not to them
- Personalize the experience, make them connect

- Professional demeanor
- Friendly
- Approachable
- Talk with not to

- Specifics and certainty
- No ambiguity
- Direct and to the point

Conversational



SCIENCE OF PEOPLE



INTERPERSONAL SKILLS GUIDE

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Conversational



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CONFLICT RESOLUTION



Confrontation



- People inherently do not like confrontation
- Transparency and honesty can breed confrontation but that can be healthy confrontation
 - Lack of transparency and honesty breeds negative confrontation
- Caused in many cases by miscommunication
- Optimize your confrontations.....

Optimize Your Conflict Resolution



- Personally, confront the issue
- Make your initial statement and stop talking
- Avoid arguing during the confrontation
- Know the resolution you want prior to the confrontation
- Focus on the real issue of the confrontation
- Acknowledge feelings

Conflict Resolution



**SIMPLE
WAYS TO
RESOLVE
CONFLICTS**



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Thank You