



THE ANNUAL INTERNAL AUDIT, RISK & FORENSIC
CONFERENCE

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Mombasa

Emotional Intelligence and Critical Survival Tactics for
Control Executives

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PROFILE



- **Experience: 20 + years in Banking Services sector, covering Key Business areas mainly:- a) Info Sys Platforms & Procedures, b) IS/IT Operations Audit, c) Compliance, Operations & Infor Risk Management, d) BCM & DR planning, e) e-Commerce Risks, f) AML & CFT, g) Shared Services, and h) Director Operations**
- **Professional Certifications : CISA , CISM, CRA**
- **Current: Independent Corporate Consultant (Resource & Capacity Building) (2019-present)**
- **Facilitator: ICPAK, IIA, ISACA, ABMC, KCA univ**
- **Professional Membership: ISACA(K), IIA, GAFM**
- **Past President ISACA Kenya 2010-2012**

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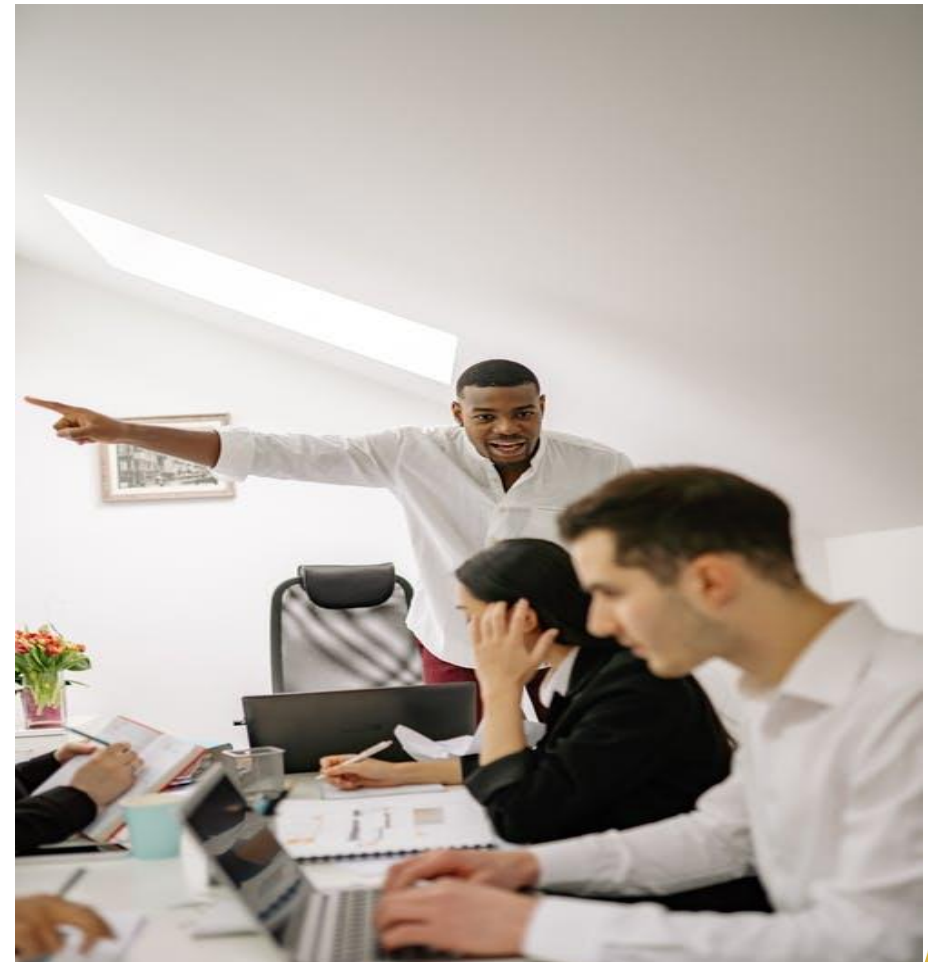
- EI –Definition
- EI–Capabilities
- EI –High & Low
- (Hard & Soft skills)
- Traits Inconsistent with EI
- Internal Controls functions
- Survival Tactics
- Comments

EMOTIONAL INTELLIGENCE



Emotional intelligence has been defined, by Peter Salovey and John Mayer, as

"the ability to monitor one's own and other people's emotions, to distinguish between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior".



EMOTIONAL INTELLIGENCE



- ***Emotional Intelligence is generally said to include skills***, namely
 - emotional awareness, or the ability to identify and name one's own emotions;
 - the ability to harness those emotions and apply them to tasks like thinking and problem solving; and
 - the ability to both regulating one's own emotions when necessary and helping others to do the same.



EMOTIONAL INTELLIGENCE



- A person high in EQ is not impulsive or hasty with their actions. They think before they do.
- This translates into steady **emotion regulation**, or the ability to reduce how intense an emotion feels.
- Taking anger or anxiety down a notch is called *down-regulation*.
- The emotionally intelligent are able to shift gears and lighten mood, both internally and externally.

EMOTIONAL INTELLIGENCE



- Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions.
- Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic.

EMOTIONAL INTELLIGENCE



Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat

SKILLS (HARD & SOFT)



- **Hard skills concern an employee's ability to do a specific task, and soft skills are more about the way they do them — how they adapt, collaborate, solve problems, and make decisions.**
- **Hard skills include *specialized knowledge and technical abilities, such as software development, tax accounting, or patent law expertise.* They're often easier to define and measure than soft skills.**
- **Soft skills are more about behavior and thinking, personal traits and cognitive skills.**
- **They're typically more difficult to measure, but they can also help a person thrive in a variety of roles and professions.**

A mix of interview questions are usually designed to test hard skills, soft skills, and behavioral intelligence.

EMOTIONAL INTELLIGENCE



EMOTIONAL INTELLIGENCE



Emotional Intelligence

By 2029, computers will
have emotional
intelligence and be
convincing as people

Ray Kurzweil

PICTUREQUOTES.COM

The Aristotle quote

- Getting angry is okay so long as you get angry for the right reason with the right person to the right degree using the right words with the right tone of voice and appropriate language.

PICTUREQUOTES

Those with a high EQ very rarely display the following traits,



- **Drama**

Emotionally intelligent people listen, offer sound advice and extend empathy to those who need it.

- **Complaining**

implies two things – one, that we are victims, and two, that there are no solutions to our problems - they feel that a solution is beyond their grasp.

- **Negativity**

Emotionally intelligent people have the ability to curb cynical thoughts. They acknowledge that negative thoughts are just that – thoughts – and rely on facts to come to conclusions .

- **Dwelling on the past**

Those with high emotional intelligence choose to learn from the mistakes and choices they have made and instead of dwelling on the past, are mindful to live in the now.

Those with a high EQ very rarely display the following traits,



- **Selfishness**

Whilst a degree of selfishness is required to get ahead in life, too much can fracture relationships and cause disharmony. *Try to avoid being overly selfish and consider others needs.*

- **Giving in to peer pressure**

Just because everyone else does something, they don't feel compelled to follow suit if they don't want to. They think independently, and never conform just to please other people.

- **Being overly critical**

Nothing destroys a person's morale faster than being overly critical. Remember that people are only human and have the same motivations (and limitations) as you.

- Take the time to understand another person then communicate the change you want to see.

- By understanding and successfully applying emotional intelligence, you too can reach your full potential and achieve your goals.

INTERNAL CONTROLS FUNCTIONS - Purpose

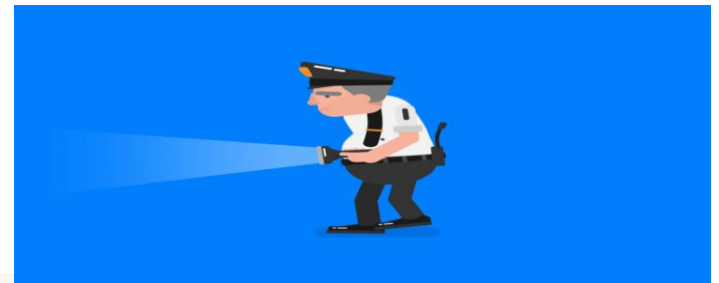


- Internal controls are processes put into place by management to help an organization operate efficiently and effectively to achieve its objectives.
- The fact is that management at all levels of an organization is responsible for ensuring that internal controls are set up, followed, and reviewed regularly.
- The five key purposes of internal controls are to:
 - Protect assets;
 - Ensure that records are accurate;
 - Promote operational efficiency;
 - Achieve organizational mission and goals; and
 - Ensure compliance with policies, rules, regulations, and laws.

INTERNAL CONTROLS FUNCTIONS – Key Tasks



- **Establish a Control Environment**
The control environment is the culture, values, and expectations that organizations put into place.
- **Conduct Risk Assessments** In the past, risk management focused exclusively on financial dangers. Enterprise Risk Management (ERM) looks at the entirety of an organization and everything that could affect it.
- **Implement Control Activities:**
Control activities are the policies and procedures put into place to run operations, accomplish goals, and prevent fraud.
- **Implement Information and Communication Systems**
Communications are essential for every organization. They rely on quality of information and effectiveness of dissemination.
- **Monitor Internal Controls:**
Establishing controls is not enough. Once they are in place, managers need to verify the effectiveness of the controls.



SURVIVAL TACTICS

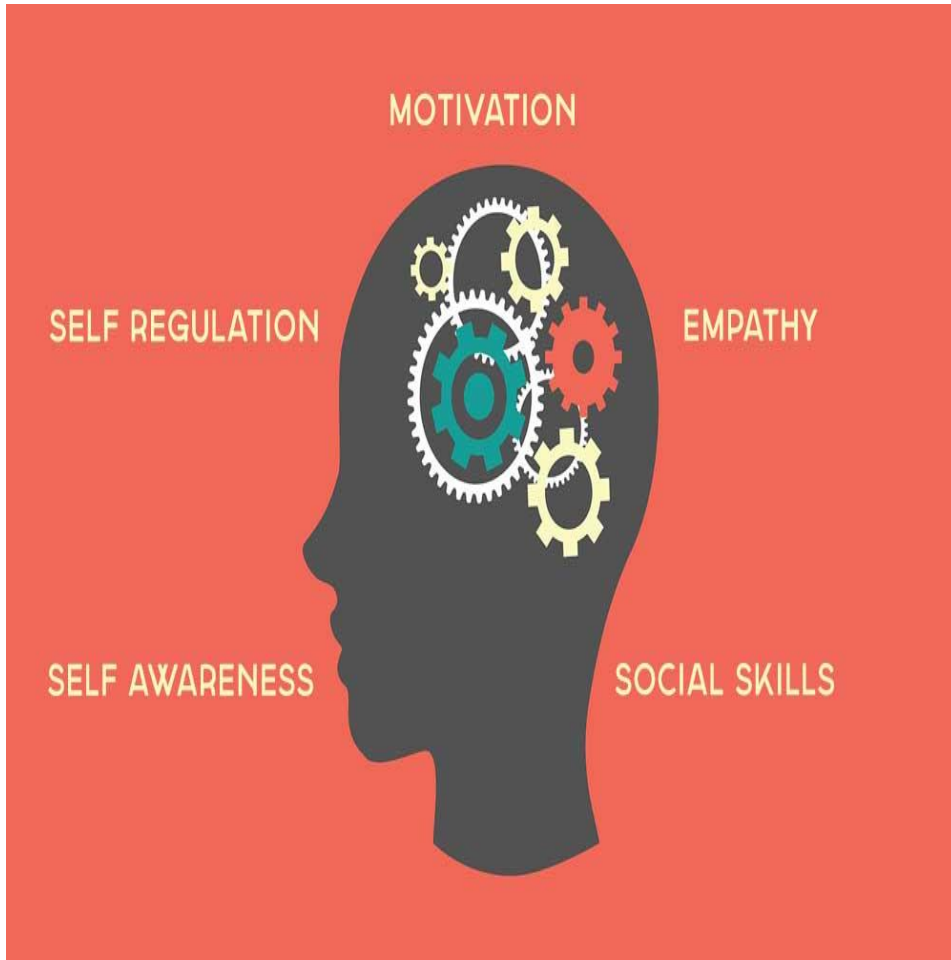


The good news is that emotional intelligence **can** be learned and developed.

Using these strategies:

- **Observe how you react to people.** Do you rush to judgment before you know all of the facts? Do you stereotype? Look honestly at how you think and interact with other people
- **Look at your work environment.** Do you seek attention for your accomplishments? Humility can be a wonderful quality, and it doesn't mean that you're shy or lack self-confidence. When you practice humility, you say that you know what you did, and you can be quietly confident about it. Give others a chance to shine – put the focus on them, and don't worry too much about getting praise for yourself.

SURVIVAL TACTICS



According to Daniel Goleman, an American psychologist who helped to popularize emotional intelligence, there are five key elements to it:

- self-awareness;
- self-regulation;
- motivation;
- empathy, and;
- social skills.

The more a leader manages each of these areas, the higher their emotional intelligence.

SURVIVAL TACTICS



Self-awareness

- **Self-awareness means you are always fully aware of how you feel, and you understand the effect your feelings and your actions can have on the people around you.**
- **A self-aware leader maintains a clear picture of their strengths and weaknesses, and despite their position of authority and power still operates from a mindset of humility**

Self-regulation

- **Self-regulation prevents you from abusing your privilege of leadership to attack and/or stereotype others and making hurried or whimsical decisions that compromise your values.**
- **It calls for you to keep control of your emotions and how they affect others as well as stay committed to personal accountability.**

SURVIVAL TACTICS



Motivation

- **Self-motivated leaders work consistently toward their goals, motivate their employees and they have extremely high standards for the quality of their work.**
- **They develop a healthy emotional connection to the results they seek from their efforts, harnessing them to drive them forward without being obsessive.**

Empathy

- **What allows you to put yourself in other people's situations and consider their unique perspectives. Very important when it comes to successfully leading a team or organisation.**
- **Leaders with empathy actively support the career and personal growth of their team members, they solicit regular feedback from their employees.**

This is what motivates employees to perform above expectations.

SURVIVAL TACTICS



Social skills

- Leaders with good social skills are great at communication, which comes in very handy when it comes to getting their team pumped about a new project or objective.
- They are emotionally intelligent enough to receive both good and bad news with the same clarity of mind and this makes their subordinates confident enough to update them on anything.
- Leaders with good social skills are also great at planning, effecting and overseeing major changes in the workplace as well as resolving any arising disputes fairly and promptly.

SURVIVAL TACTICS



- **Self-evaluation.** Try out an emotional intelligence quiz. What are your weaknesses? Are you willing to accept that you're not perfect and that you could work on some areas to make yourself a better person? Have the courage to look at yourself honestly – it can change your life.



SURVIVAL TACTICS



- **Reaction to stressful situations.**
- **Do you become upset every time there's a delay or something doesn't happen the way you want?**
- **Do you blame others or become angry at them, even when it's not their fault?**
- **Are you able to stay calm and in control in difficult situations.**
- **Do you keep your emotions under control when things go wrong.**



SURVIVAL TACTICS



- Taking responsibility for your actions. If you hurt someone's feelings apologize directly don't ignore what you did or avoid the person. People are usually forgive and forget if you make an honest attempt to make things right.
- Examining how your actions will affect others – before you take those actions. If your decision will impact others, put yourself in their place. How will they feel if you do this? Would you want that experience? If you must take the action, how can you help others deal with the effects?



SURVIVAL TACTICS



**PEOPLE VALUE PEOPLE
WHO VALUE PEOPLE**

COACH CURL

SURVIVAL TACTICS



- **Even strong controls do not always work. As you implement controls be mindful that all of the controls systems are dependent upon people.**
- **The effectiveness of internal controls is directly proportional to staffs' willingness to adhere to them.**



