CAREER MANAGEMENT
BEST PRACTICES

ARE YOU POSITIONING YOURSELF FOR MAXIMUM SUCCESS?

Presented by Paul McDonald and Greg Jordan
TODAY’S PRESENTERS

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Senior Executive Director, Robert Half International

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Vice President, Internal Audit Nationwide Insurance
WHAT WE’LL COVER TODAY

- The landscape for internal auditors
- Essential career management best practices
- Roadblocks and how to address them
- Perspectives: reviews, job change, negotiation
POLLING QUESTION

What’s your current employment situation?

• Satisfied in current role, no interest in leaving
• Satisfied in current role, but open to new opportunities
• In transition; seeking full-time or contract work
• Expect to be in transition within the next 12 months
THE LANDSCAPE FOR INTERNAL AUDIT

CAE/VP/Director +3.6%

Internal Auditor large org +3.7%

Internal Auditor midsized org +4.1%

2012 SALARY LEVELS

Source: Robert Half Salary Guide
THE LANDSCAPE – UNEMPLOYMENT RATES

National: 8.1 percent

Audit Professionals: 3.6 percent

Source: Bureau of Labor Statistics
THE LANDSCAPE – STAFF LEVELS AND BUDGETS

Table 1. Internal Audit Staff Levels From 2011 to 2012

<table>
<thead>
<tr>
<th>Region</th>
<th>Increased</th>
<th>Decreased</th>
<th>Stayed the Same</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>14%</td>
<td>20%</td>
<td>66%</td>
</tr>
<tr>
<td>Latin America</td>
<td>7%</td>
<td>29%</td>
<td>64%</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>10%</td>
<td>29%</td>
<td>61%</td>
</tr>
<tr>
<td>Europe</td>
<td>10%</td>
<td>20%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Source: IIA “Pulse of the Profession” report, August 2012
THE LANDSCAPE –
STAFF LEVELS AND BUDGETS

Table 2. Internal Audit Budgets From 2011 to 2012

<table>
<thead>
<tr>
<th>Region</th>
<th>Increased</th>
<th>Decreased</th>
<th>Stayed the Same</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>35%</td>
<td>19%</td>
<td>46%</td>
</tr>
<tr>
<td>Latin America</td>
<td>40%</td>
<td>6%</td>
<td>54%</td>
</tr>
<tr>
<td>Asia/Pacific</td>
<td>44%</td>
<td>8%</td>
<td>48%</td>
</tr>
<tr>
<td>Europe</td>
<td>20%</td>
<td>9%</td>
<td>71%</td>
</tr>
</tbody>
</table>

Source: IIA “Pulse of the Profession” report, August 2012
THE LANDSCAPE IS SHIFTING

Traditional
Reactive
Finance-based
Narrow focus
The watchdog/cop
Report-based
Separate function

Emerging
Proactive
Multiple business areas
Companywide focus
The strategist/advisor
Relationship-based
Immersed in the business

Source: Protiviti, Internal Auditing Around the World, Volume 8, 2012
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THE IMPACT OF THE SHIFTING LANDSCAPE

- The hiring process
- Skills development
- Job satisfaction levels
- Organizational structure
- Promotion
POLLING QUESTION

How many years have you worked for your current employer?

• Less than 1 year
• 1-3 years
• 3-7 years
• 7-10 years
• More than 10 years
• More than 20 years
WHAT PRACTICES WILL HELP YOU SUCCEED IN THIS SHIFTING ENVIRONMENT?
BEST PRACTICE #1
UNDERSTAND GENERATIONS OTHER THAN YOUR OWN
DISCONNECTS: BOOMERS, GEN X, GEN Y

• Current and future execs aren’t on the same page
• Different definitions of work, success
• Different expectations, motivations
• How do we get on the same page?
BOOMERS

• Formal approach
• Long hours in the office
• Face-to-face meetings
• Respect for authority, hierarchy
• Moved up the ladder, craved advancement
• Approaching retirement

Source: OH Society of CPAs, “Understanding the Older or Younger Person Down the Hall” CPA Voice, 2012
GENERATION X

• Working more hours than their parents, for same $  
• More college debt than their parents  
• Entered workforce before Internet bubble  
• Stagnant wages  
• Caught in housing bust  
• “Sandwiched” between Boomers and Gen Y

Sources: Paul Kershaw, Univ of British Columbia; James Chung, Reach Advisors cited in “Who Wants to Be a Manager?” Hemispheres Magazine, Paul Kix, March 2012; Tamara Erickson, “The Leaders We Need Now” Harvard Business Review, May 2010
GEN Y/MILLENNIAL

• Work not something to balance, but blend
• Instant, frequent feedback
• Virtually driven
• Flexibility
• Opportunities to learn
• More drawn to smaller companies vs. big corporations
  – Innovation, entrepreneurial spirit, workplace programs/culture

Sources: Tamara Erickson, Harvard Business Review, “The Leaders We Need Now” May 2010; Samantha Murphy, Mashable Business, “Young Job Seekers Prefer Working at Startups” August 2012
MORE ON GEN Y/MILLENNIAL

• Focus on sharing, inclusion, teams
• On course to become most educated generation in history
• Fast learners, quick workers, want to learn more
• Flexibility
• Matrix vs silo/hierarchy
• Big Picture= extremely important
• Can be “walking billboard” for your firm

POLLING QUESTION

Which group is most challenging for you to understand/relate to?

- Boomer
- Gen X
- Gen Y/Millennial
- No problem with any age group
BEST PRACTICE #2
LOOK AT YOUR LIFEBOAT
YOUR LIFEBOAT

• Are you surrounding yourself with the right people to help you navigate your career?
• Can you identify those who can take your place?
• Do others consider you an essential part of their lifeboats?
BEST PRACTICE #3
REVIEW AND REFINE YOUR PROFESSIONAL APPROACH
YOUR PROFESSIONAL APPROACH

• Your communication style
• Your appetite for learning/teaching
• Your ability to build relationships, network
  – Inside and outside the company
• How are you perceived?
ARE YOU A DIMINISHER OR MULTIPLIER?

Diminisher:
The Empire Builder
The Tyrant
The Know-It-All
The Decision Maker
The Micromanager

Multiplier:
The Talent Magnet
The Liberator
The Challenger
The Debate Maker
The Investor

Performance Reviews
Other Considerations

POLLING QUESTION

How would you describe the culture in your current organization?

• Diminisher
• Multiplier
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CAREER PERSPECTIVES
POLLING QUESTION

Thinking back to your last performance review, how useful was the feedback you received?

• Very useful
• Somewhat useful
• Not very useful
• Not useful at all
• Not applicable/haven’t had a review in last year
YOUR CAREER DEVELOPMENT

Are you …
- Proactive with your manager?
- Using the resources available to you?
- Looking for a new role?

What gets you …
- the interview, the job, your promotions
CLOSING THOUGHTS

Balance is critical

- Career management = a two-way street
- Virtual and face-to-face activity
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Q&A
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