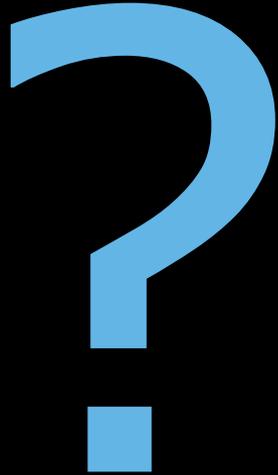


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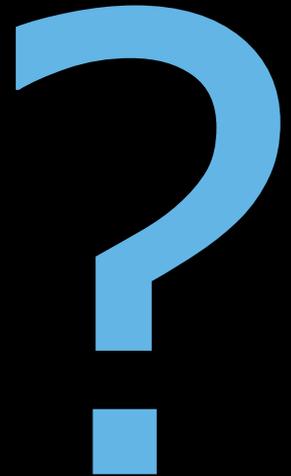


Breakout 2
Making internal Audit the place to be

Attracting, engaging and retaining



- If you were starting your career today, what would make you want to **pursue a career in internal audit?**
- What would **attract you** to your current organisation and what would **put you off?**



What is unique and compelling about an organisation as a place to work?

The reason people join and stay in an organisation is based on their **value proposition which** reflects the culture and aspirations of the organisation, acting as a compelling invitation to both external and internal talent

Millennials are looking for a different things from organisations and you need to think differently to attract and engage them

80% want to give performance appraisals to the boss

2/3 want to be "creative" at work in their job

Their "team mates" are the most important people at work

60% think 7 months of tenure means they're "loyal"

Expect feedback weekly and progression annually

They aren't looking for a job; they're *looking for an experience*

Making your organisation the place to be

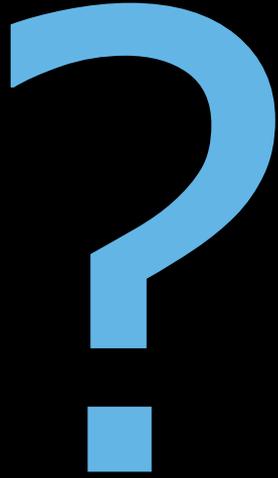
Bersin's Simply Irresistible Organization® Model



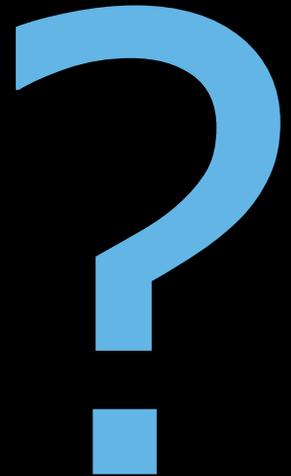
Meaningful Work	Hands-On Management	Positive Work Environment	Growth Opportunity	Trust in Leadership
Autonomy	Clear and Transparent Goals	Flexible Work Environment	Training and Support on the Job	Mission and Purpose
Select-to-Fit	Coaching	Humanistic Workplace	Facilitated Talent Mobility	Continuous Investment in People
Small, Empowered Teams	Investment in Development of Managers	Culture of Recognition	Self-Directed, Dynamic Learning	Transparency and Honesty
Time for Slack	Agile Performance Management	Fair, Inclusive, Diverse Work Environment	High-Impact Learning Culture	Inspiration

Cross-organisation Collaboration and Communication

Managing & improving performance



- What are the **skills most valued** in Internal Audit?
- How does your organisation hone these skills and help individuals and the organisation **raise the bar on performance?**



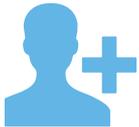
Performance management is a frequently cited business challenge

Performance management practices are increasingly coming under the spotlight and rarely meet the objective of improving performance and delivering real business value



Organisational Leadership

We don't have a **good line of sight into the performance** levels of our people and we are unsure of the critical drivers of performance



Direct Managers

Performance Management processes are **not an effective use of my time** – they don't improve performance or motivate my team



Employees

Current performance management **activities do not accurately assess my performance or foster my development.**



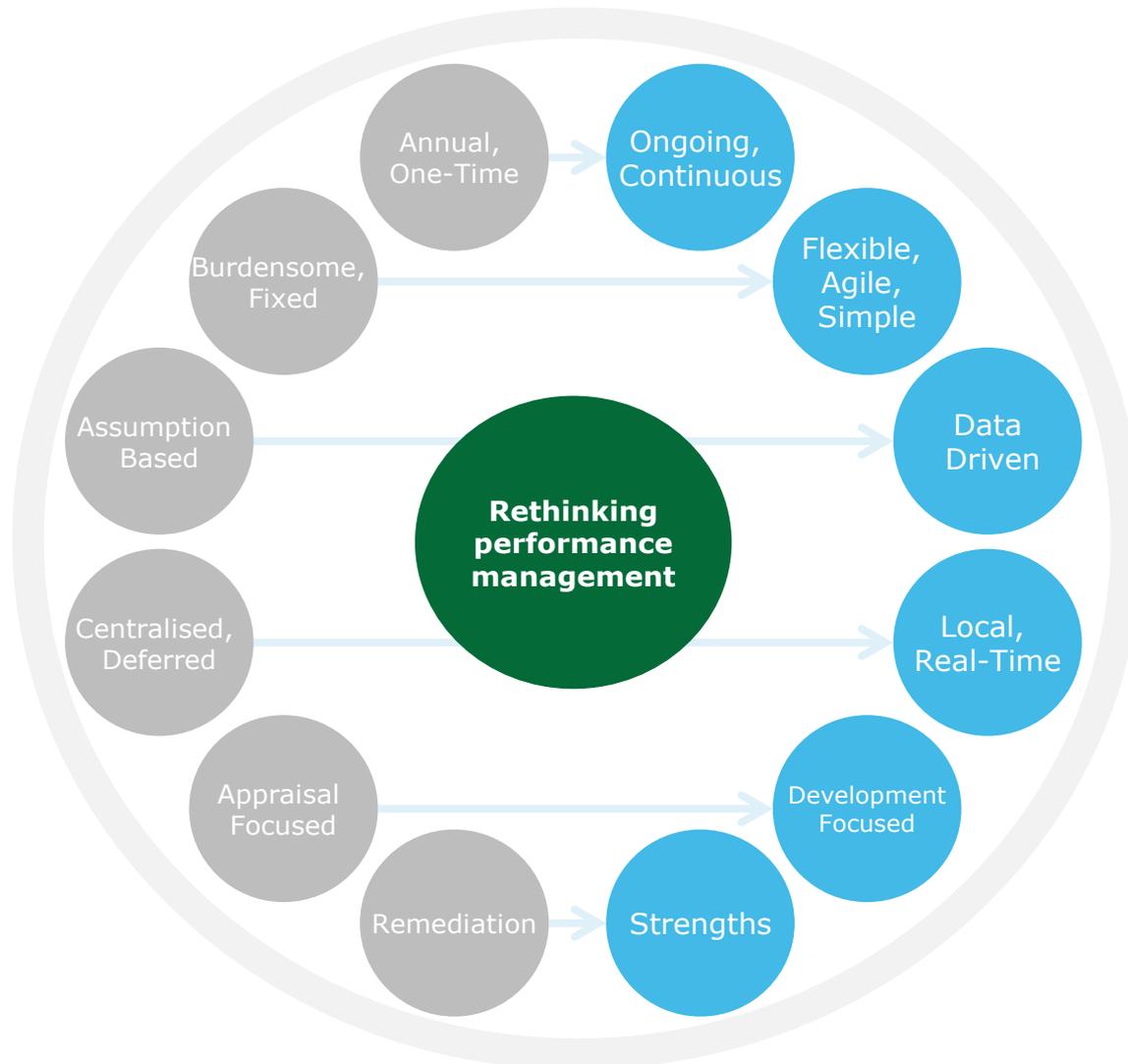
HR / Talent

Managers are **unable to make effective performance decisions** and PM has become synonymous with a **single, demotivating event - the 'performance appraisal'**

Only 6% of HR leaders say their process does an excellent job at driving engagement and high performance. 86% are currently, have already, or plan to do a significant re-think ¹

Rethinking performance management

To transform the way in which we identify, improve and reward performance we are reliant on a mind-set shift in the core principles of managing performance



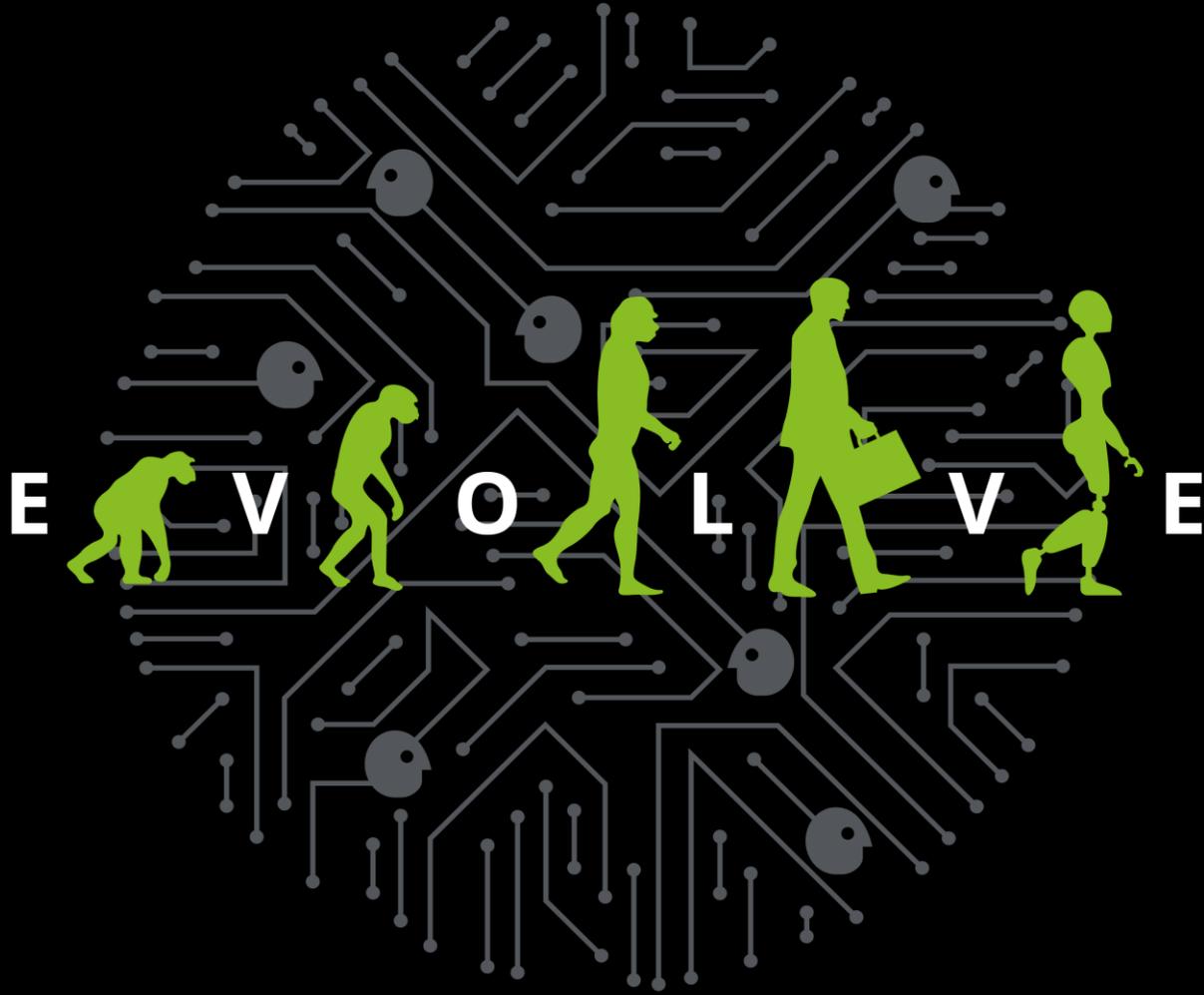
Investments in development planning reduce voluntary and high performer turnover while increasing the average revenue by employee¹

The defining characteristic of high performing teams is that each member feels that their role repeatedly calls upon their strengths²

¹ Bersin: High Impact Performance Management (2013)

² Gallup Organization Research (1998 – present)

The Future of Work



How work is changing



1. Technology is Everywhere



2. AI, Cognitive Computing, Robotics



3. Tsunami of Data



4. Automation and Replacement of Jobs



5. Diversity and Generational Change

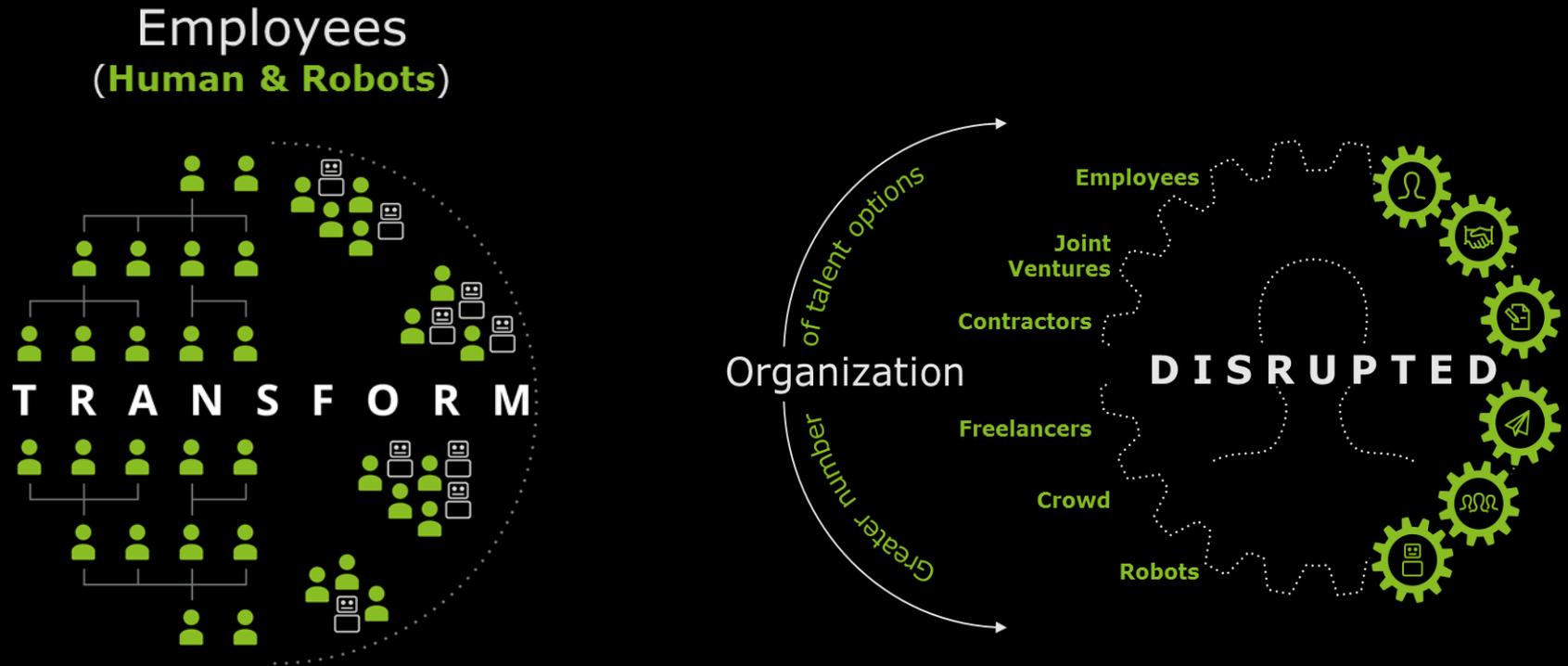


6. Change in the nature of a Career

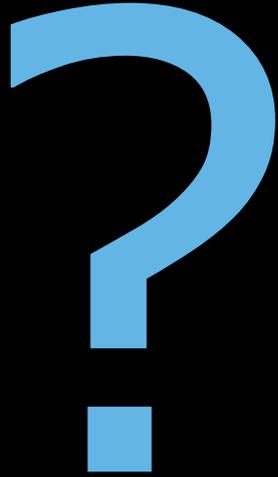


7. Explosion in Contingent Work

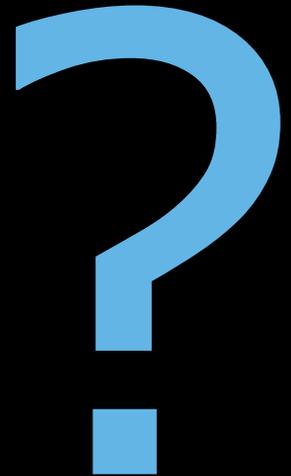
The workforce of the future will be very different than it is today



Future of Work



- What will the **Future of Work** look like for Internal Audit?
- What can we as leaders do to **navigate this change** and set up our people and organisations for success in the future?



Thank you



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