

Beyond the *Plan*.

Building a 3–5 year strategy for internal audit.

The audit plan says what we do this year. The strategy says where internal audit must be in three to five years: the capabilities to build, the initiatives to run and the enablers to invest in.



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GLOBAL CHAIRMAN • SIGNIFY

CISA • CRISC • CISM • CGEIT • CDPSE

100 MINUTES • 6 STATIONS • 5 POLLS • 1 HOUSE TO TAKE HOME

Signify *Insights*

PLAY • TEST • THINK

PLAY ALONG

Scan to open the six stations on your phone or a second screen. No sign-up.



signifyinsights.com/labs/ia-strategy

THIS PIECE

Runs entirely in your browser. Nothing you type or choose here is sent anywhere.

Three things we will learn *together today*.

1

What makes an internal audit strategy effective

The six parts of a strategy house, how it differs from the annual plan, and the dos and don'ts that decide whether it lasts.

Part 01 Stations 1 and 2

2

How to build the roof and the pillars

Vision, mission and principles. Then pillars raised from real inputs, with the maturity assessments and the tools we use to find them.

Parts 02-03 Stations 3 and 4

3

How to make it happen

Initiatives on one card and how to monitor them, projects with owners and the people who help, and the enablers that fund it all.

Parts 04-06 Station 5

AND BEFORE YOU LEAVE

How to land it with your committee and keep it alive, then your own strategy house, on one page.

PARTS 07-08
STATION 6

» ONE STORY RUNS THROUGH ALL OF IT: A CHIEF AUDIT EXECUTIVE CALLED MAYA, AND THE HOUSE YOU WILL SEE IN THREE MINUTES.

Aligned with the strategy: *how many more are funded enough?*

30

POINTS

Funding sufficiency was 30 percentage points higher for internal audit functions fully or almost fully aligned with organizational strategy.

FUNCTIONS REPORTING SUFFICIENT FUNDING

Fully or almost fully aligned with organizational strategy



Only somewhat aligned



Nearly 60% of chief audit executives report full or almost full alignment. Which group is yours in?

11% → 19%

OF FUNCTIONS REPORTED BUDGET CUTS, 2024 TO 2025

In the same survey, staff cuts rose from 11% to 18%. When money is tight, the aligned function is the one that gets funded.

Internal Audit Foundation, *The 2026 North American Pulse of Internal Audit*, March 2026: 373 chief audit executives in the US, Canada and the Caribbean, sponsored by Optro.

» A STRATEGY IS HOW A FUNCTION SHOWS IT IS ALIGNED. TODAY YOU BUILD ONE.

This is what we will build *together today.*

VISION

By 2029, the audit committee relies on us for a continuous view of the risks that matter most, and the business asks for us early.

MISSION

We give the committee and management independent assurance, advice and foresight on the risks that matter most to the group, so it can take the risks it chooses with confidence.

PRINCIPLES

Risk before rotation · Data first · Early, never owning · No surprises · Short and in time

PILLAR 1 • CONTINUOUS INSIGHT

Data on 60% of engagements by 2029 · a live view from 2028

Continuous assurance, procure-to-pay 2027

Analytics on every engagement 2028

Live assurance view 2028

PILLAR 2 • ASSURANCE WHERE IT MATTERS

Top-ten risks 10 of 10 by 2028 · high-risk AI assured within a year

Living, risk-ranked backlog 2027

Assurance over AI 2027

Combined assurance map 2027

PILLAR 3 • EARLY PARTNER

A third of engagements requested by 2029 · every gate of the top three programs

Assurance at ERP gates 2027

Early-view risk sprints 2028

2027 • FOUNDATIONS AND FIRST MOVES

2028 • SCALE

2029 • EMBED

PROGRESS AT EVERY COMMITTEE MEETING

FOUNDATION

PEOPLE AND SKILLS

TECHNOLOGY AND DATA

METHODOLOGY AND QUALITY

FUNDING

GOVERNANCE AND MANDATE

PARTNERSHIPS

The ask: two data roles, a platform and a co-source panel over 2027-2028, part-funded by stopping three audits.

» BY THE END YOU WILL HAVE SEEN EVERY PART BUILT, AND STATION 6 BUILDS YOURS.

■ POLL 1 OF 5 • ANSWER IN THE WEBINAR

Where is your internal audit strategy *today*?

A We do not have one yet

B Our audit plan doubles as our strategy

C It is written, but has not been refreshed

D It is reviewed with the audit committee

THE BAR

Standard 9.2 of the Global Internal Audit Standards, in effect since 9 January 2025, requires an internal audit strategy with a **vision, strategic objectives and supporting initiatives**, reviewed periodically with the board and senior management.

ANSWER IN THE WEBINAR POLL. TAP HERE TOO TO KEEP YOUR OWN NOTE.

Play along with me, *or just follow the slides.*

Everything you see today is on the site, and the PDF has every slide with its full detail. Use whichever suits your screen.

01 • PLAY ALONG ON THE SITE

Open the session page on your phone or a second tab.

When a station comes up, you play it there while I play it here.



SCAN ME

6 Six stations

Each takes 90 seconds to three minutes.

0 No sign-up, nothing to install

Your answers stay in your browser. We never see them.

02 • FOLLOW THE PDF

Prefer one screen, or paper? Use the PDF.

It has every slide with the detail we will not read out, and each station as a worksheet to fill in by hand.

54 The same slide numbers

P:12 in the PDF is slide 12 on screen.

3 Answer keys at the back

For the three stations with right answers.

What makes it *work*.

Before we build anything: what a strategy is, the six parts of an effective one, and the dos and don'ts that decide whether it lasts.

IN THIS PART

P.08 The plan and the strategy

P.10 Six parts, one house

P.11 Six dos, six don'ts

YOUR TURN

P.09 Station 1 · plan or strategy?

P.12 Station 2 · do or don't?



THE WHOLE HOUSE, FIRST: SIX PARTS

The plan is for this year. *The strategy is for who we become.*

THE AUDIT PLAN		THE INTERNAL AUDIT STRATEGY
HORIZON	The next twelve months, re-ranked as risks move	Three to five years, checked every year
QUESTION	Which engagements, with the hours we have?	What must we be able to do that we cannot do today?
BUILDING BLOCKS	Engagements, hours, dates	Vision, objectives, capabilities, initiatives, enablers
MEASURED BY	Delivery of the plan, findings raised	Outcomes for the organization, capability built
THE COMMITTEE	Approves it, usually every year	Reviews it periodically, and funds it
STANDARD	9.4 Internal Audit Plan	9.2 Internal Audit Strategy

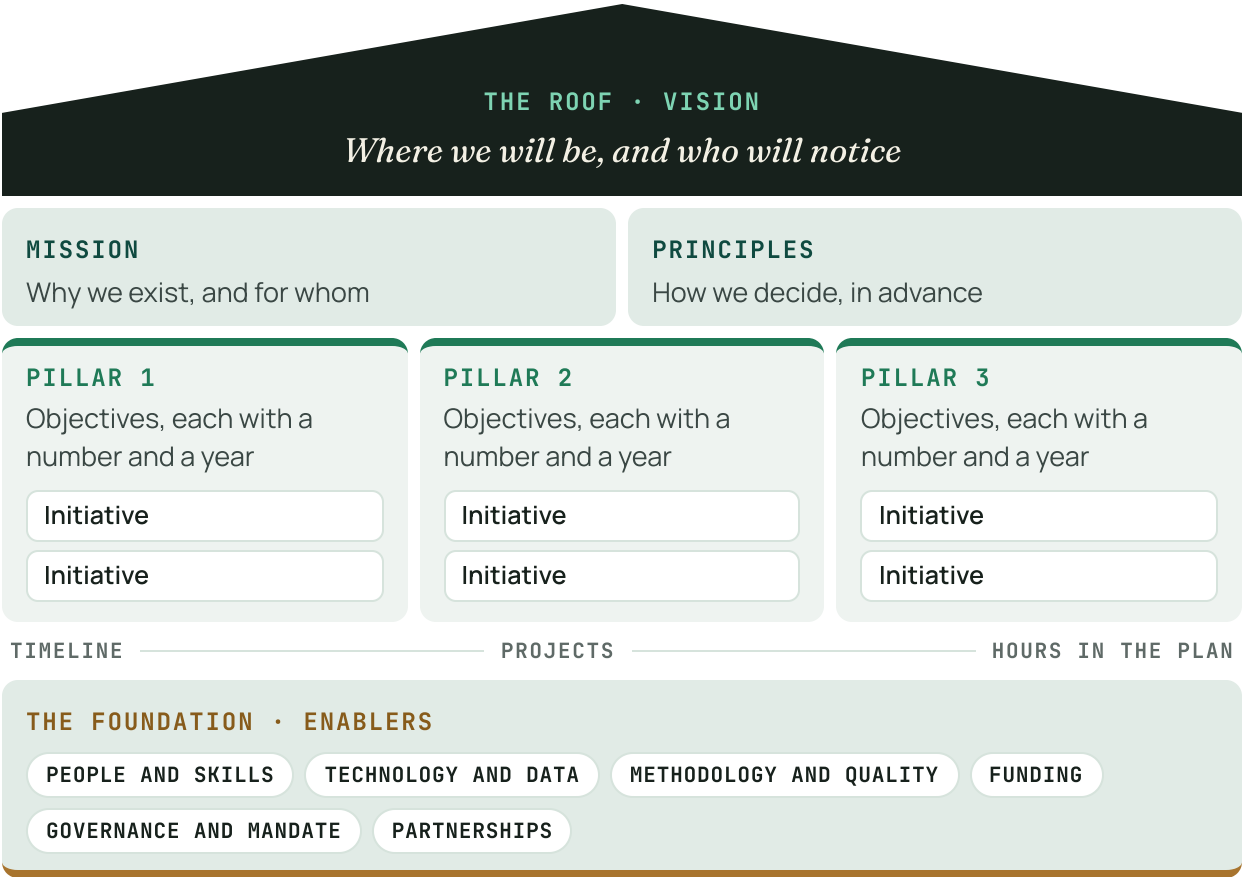
THE TEST If a sentence names an engagement, hours or a date this year, it belongs in the plan. If it names a *capability* or a *destination*, it belongs in the strategy.

Plan or strategy? *Sort eight statements.*

#	STATEMENT	PLAN	STRATEGY
01	Audit procure-to-pay in the second quarter.	☐	☐
02	By 2029, test full populations with data on 60% of engagements.	☐	☐
03	Allocate 1,800 hours across fourteen auditable entities.	☐	☐
04	Become the audit committee’s trusted source of insight on AI risk.	☐	☐
05	Re-rank the backlog after the ERP go-live slipped.	☐	☐
06	Move from cyclical audits to continuous assurance over the top ten risks.	☐	☐
07	Bring in two cyber specialists for the third-quarter penetration review.	☐	☐
08	Rotate business leaders into audit through a two-year guest-auditor program.	☐	☐



An effective strategy has six parts, *built as one house*.



9.2 VISION

9.2 OBJECTIVES AND INITIATIVES

PRINCIPLE 10

THE SIX PARTS, AND WHERE WE BUILD THEM

- | | | |
|---|---------------------------------------|---------|
| 1 | The roof: vision, mission, principles | Part 02 |
| 2 | Pillars, with objectives and measures | Part 03 |
| 3 | Initiatives, one card each | Part 04 |
| 4 | One timeline | P.35 |
| 5 | Projects, with hours in the plan | Part 05 |
| 6 | The foundation: enablers and the ask | Part 06 |

WHAT THE STANDARD REQUIRES · 9.2

A strategy that supports the organization's objectives, with a vision, strategic objectives and supporting initiatives, reviewed periodically with the board and senior management. In effect since 9 January 2025. The other parts make those three real.

» CHECK IT BOTTOM-UP: EVERY PROJECT TRACES TO A PILLAR, AND EVERY PILLAR TO THE VISION.



Six dos, *six don'ts*.

DO

- 1 Start from the organization's strategy and risks
- 2 Keep the house to one page, with numbers and years
- 3 Tie every ask to a risk you cannot cover today
- 4 Pick three to five moves a year, and say what stops
- 5 Co-create with the team and the committee chair
- 6 Refresh on triggers, not only on the calendar

DON'T

- 1 Relabel the audit plan as a strategy
- 2 Let management own or edit the objectives
- 3 Present forty pages to the committee
- 4 Launch seventeen initiatives at once
- 5 Copy a peer's vision, or a template's
- 6 File it after approval and never mention it again



STATION 2 OF 6 • YOUR TURN • 3 MINUTES

Six calls from real life. *Do, or don't?*

CALL 1

Your strategy is ready. The CFO offers to “tidy up” the objectives before the committee sees it.

☐ Do it ☐ Don't

CALL 2

You take the committee through your 40-page strategy, page by page.

☐ Do it ☐ Don't

CALL 3

You ask for two data analysts and an analytics license, and tie each to a top risk you cannot cover today.

☐ Do it ☐ Don't

CALL 4

Year one has seventeen initiatives, so everyone in the team owns one.

☐ Do it ☐ Don't

CALL 5

Halfway through year two the business rolls out generative AI everywhere. You wait for the scheduled three-year refresh.

☐ Do it ☐ Don't

CALL 6

Before the committee sees the draft, you walk the team through it and ask what it means for their roles.

☐ Do it ☐ Don't

YOUR TURN MAKE THE CALL, THEN SEE THE LESSON • signifyinsights.com/labs/ia-strategy • STATION 2

The *roof*.

Vision, mission and principles: where we are going, why we exist, and how we decide. Written from the outside in.

IN THIS PART

P.14 Start from their words

P.15 The vision

P.16 The mission

P.17 Principles

YOUR TURN

P.18 Station 3 · strong or weak?



NOW: THE ROOF



Start from their words: *three conversations, one paragraph.*

Maya's house from minute four: a group internal audit team of fourteen, in a business moving finance onto one ERP and putting generative AI to work.

WHAT MAYA HEARD • THREE OF HER TWELVE INTERVIEWS

"I want to see the risks that matter as they move, not once a year."

AUDIT COMMITTEE CHAIR

"Talk to us before we sign off the ERP design, not after go-live."

CHIEF FINANCIAL OFFICER

"We have twelve AI pilots, and nobody can tell me which ones matter."

CHIEF DIGITAL OFFICER

THE CASE FOR CHANGE • ONE PARAGRAPH

Over the next three years the group moves finance and supply chain onto one ERP and puts generative AI into service and finance. Two of its top ten risks were not on the register five years ago. Assurance that samples last year's transactions once a cycle will not keep up: the committee needs to see the risks that matter as they move, and the business needs us before its big decisions, not after them.

The underlined words come back in the vision on P.15. That is how the chair will recognize it.

» IF YOU CANNOT WRITE THE PARAGRAPH, YOU ARE NOT READY TO WRITE THE VISION.



The vision: a destination *others will notice.*

One sentence about the future, written from the outside in: what the committee and the business will experience once the strategy has worked.

WEAK

“To be a world-class, value-adding, insight-driven internal audit function.”

Any function could paste it, and nothing in it can be checked.

STRONG • MAYA’S

“By 2029, the audit committee relies on us for a continuous view of the risks that matter most, and the business asks for us early.”

It has a year, names who will notice, and says what they will experience.

FOUR TESTS BEFORE ANYONE SEES IT

Specific to us?

Has a year?

Others would notice?

Said in one breath?

» A VISION NOBODY OUTSIDE THE FUNCTION WOULD NOTICE IS A SLOGAN.

ANATOMY OF THE STRONG ONE

1 “By 2029”

A year. Without one, nobody can say whether you got there.

2 “the audit committee ... the business”

Named people outside the function. A vision is judged by those who will notice it.

3 “a continuous view of the risks that matter most ... early”

What they will experience. Each phrase becomes a pillar on P.26.

DRAFT IT FROM THEIR WORDS

Lay the interview notes side by side and keep their own words: the chair’s “the risks that matter” and “not once a year”, the CFO’s “before”.



The mission: why we exist, *for whom, and how.*

Three statements people mix up. The vision changes with every strategy; the mission changes rarely, because it is your mandate in your own words.

THE PROFESSION'S PURPOSE • DOMAIN I

“Internal auditing strengthens the organization’s ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.”

Changes With the Standards. The same for every function.

OUR MISSION

Why we exist, for whom, and how.

Your mandate and charter (Standards 6.1 and 6.2) in your own words. It anchors to the purpose and never contradicts it.

Changes Rarely: when the mandate does.

OUR VISION

Where we will be, by a date.

The destination this strategy is for, judged by the people who will notice it.

Changes With every strategy.

MAYA'S MISSION

“We give the committee and management independent assurance, advice and foresight on the risks that matter most to the group, so it can take the risks it chooses with confidence.”

The pattern: we give **what**, to **whom**, on **what**, so that **what changes** for the organization.

FOUR TESTS

Says whom we serve?

Says what we give?

Matches the charter?

True for five years?

» START FROM THE PROFESSION'S PURPOSE. FINISH WITH YOUR ORGANIZATION IN IT.



Principles: decisions made *once, in advance.*

A principle earns its place by settling an argument your team has every month. Integrity, objectivity and due care are already required by the Standards: restating them settles nothing.

MAYA’S FIVE	THE RULE	THE ARGUMENT IT SETTLES
1 Risk before rotation	When the risk ranking and the audit cycle disagree, risk wins.	<i>“It is due this year” against “it matters this year”</i>
2 Data first	Where the data exists, we test the whole population before we sample.	<i>Sixty invoices, or every invoice?</i>
3 Early, never owning	We advise before decisions are made, and never own a control or a decision.	<i>How close we get to the ERP program</i>
4 No surprises	Management sees every finding before the committee does, unless it concerns management itself.	<i>Who hears it first</i>
5 Short and in time	One page for the committee, and a report within thirty days of fieldwork.	<i>Complete, or in time to matter?</i>

FOUR TESTS

- Settles a real argument?
- Could a good function choose the opposite?
- Can a new auditor apply it alone?
- Five or fewer?

WHERE TO FIND YOURS *In the arguments of your last three team meetings. Write down the decision you wish had been made in advance.*

» IF NOBODY WOULD EVER ARGUE FOR THE OPPOSITE, IT IS A VALUE, NOT A PRINCIPLE.

Strong or weak? *Test eight lines for your house.*

#	PART	LINE	STRONG	WEAK
01	Vision	By 2029, the committee relies on us for a continuous view of the risks that matter most.	☐	☐
02	Vision	To be a world-class, value-adding internal audit function.	☐	☐
03	Mission	We provide independent assurance in conformance with the Standards.	☐	☐
04	Principle	When the risk ranking and the audit cycle disagree, risk wins.	☐	☐
05	Pillar	Technology.	☐	☐
06	Mission	We give the committee and management independent assurance and advice on the group's biggest risks, so it can take them with confidence.	☐	☐
07	Principle	We act with integrity.	☐	☐
08	Pillar	Continuous insight: a live assurance view of the top risks for the committee from 2028.	☐	☐

YOUR TURN TAP STRONG OR WEAK FOR EACH • signifyinsights.com/labs/ia-strategy • STATION 3

The *pillars*.

Gather the inputs, assess honestly where you stand, then raise three to five pillars, each with objectives you can measure.

IN THIS PART

- P.20 The inputs, and how we collect them
- P.21 The maturity assessments we use
- P.22 Eight capabilities, one lens
- P.25 Three tools: inputs into pillars
- P.26 Pillars
- P.27 Objectives and measures

YOUR TURN

- P.23 Station 4 · capability gap radar
- P.24 Poll 2 · your biggest gap



BUILT: THE ROOF · NOW: THE PILLARS



The inputs, *and how we collect them.*

Four inputs, gathered in about four weeks. A strategy written from inside the team describes the team.

1

The organization's strategy

Where the business is heading in three to five years: growth, transformation, new technology.

Read, then ask Strategic plan, board papers; then the CEO and the CFO

2

The risk outlook

The risks rising over three to five years, not only today's top ten.

Read, then ask ERM register, Risk in Focus, regulators; then the CRO

3

Stakeholder expectations

What the committee, executives, second line and external audit need from us.

Ask Eight to twelve interviews; a short survey of management

4

Our starting point

Mandate and charter, conformance, maturity, skills, tools and budget.

Check Charter, QAIP and EQA, the assessments on P.21, skills

FIVE QUESTIONS

The same five, to eight to twelve people, the committee chair first. Thirty to forty-five minutes each; note their words verbatim.

1

What will the organization look like in three years?

2

Where do you need assurance or insight you do not get today?

3

What should internal audit stop doing?

4

Which risk keeps you up that nobody is looking at?

5

What would make internal audit indispensable to you?



Four assessments tell us *where we stand.*

1 Capability maturity • the improve™ 2.0 lens

STATION 4

Eight capabilities a high-impact function needs, each rated from 1 (ad hoc) to 5 (leading), today and in three to five years.

Sets the gaps the pillars must close

2 The IIA's Internal Audit Capability Model (IA-CM)

Five levels, initial to optimizing, across six elements: services and role, people, professional practices, performance and accountability, relationships and culture, governance.

Shows how embedded the function is

3 Conformance with the Standards

A self-assessment against the Global Internal Audit Standards (12.1) inside the quality program (8.3), and an external assessment at least once every five years (8.4).

Sets the floor: gaps here are must-dos

4 Stakeholder perception

A ten-minute survey of the committee and management on value, timeliness and insight, repeated every year.

Sets the baseline for the lagging measures

WHO SCORES, AND HOW

The leadership team scores first, then the whole team, and every score needs evidence: a report, a metric, a quote. Where scores disagree, the conversation is the finding.

» ASSESS BEFORE YOU ASPIRE: THE DISTANCE FROM TODAY TO THE VISION IS THE STRATEGY.



Name the capabilities, *then the gap on each.*

Eight capabilities a high-impact function will need. For each: where are you today, and where must you be in three to five years?

CAPABILITY	WHERE MANY FUNCTIONS ARE	WHERE HIGH-IMPACT FUNCTIONS ARE HEADING
1 Risk-led planning	An annual plan, fixed in the fall	→ A living backlog, re-ranked as risks move
2 Risk sensing	A yearly risk assessment	→ Always-on signals from ERM, second line, data
3 Agile delivery	Long engagements, late reports	→ Time-boxed sprints, a clear definition of done
4 Continuous insight	A report at the end	→ Live dashboards, audience-ready insight
5 Audit with data and AI	Samples and spreadsheets	→ Full-population testing, AI-assisted, human sign-off
6 Assurance over AI	AI as a topic	→ AI governance and model risk on the backlog
7 Connected assurance	Every line works alone	→ One assurance map with second line and external audit
8 Talent and capability	Generalists, trained ad hoc	→ T-shaped, AI-literate auditors with a path

MATURITY SCALE

1 • Ad hoc

2 • Emerging

3 • Defined

4 • Managed

5 • Leading

» NEXT: STATION 4. RATE YOURSELF ON ALL EIGHT, TODAY AND IN THREE TO FIVE YEARS.

 STATION 4 OF 6 · YOUR TURN · 3 MINUTES

Where are you today, *and where must you be?*

CAPABILITY	TODAY	IN 3-5 YRS	GAP	SCALE
Risk-led planning				1 Ad hoc · 2 Emerging · 3 Defined · 4 Managed · 5 Leading
Risk sensing				YOUR TOP THREE GAPS
Agile delivery				1
Continuous insight				2
Audit with data and AI				3
Assurance over AI				
Connected assurance				
Talent and capability				Online, the radar draws itself as you rate.



Which lens holds *your biggest gap?*

A Process: methodology, planning, delivery

B Technology: data, analytics, AI, tools

C People: skills, capacity, sourcing

D Risk: coverage of the risks that matter

RISK IN FOCUS 2026/2027

Digital disruption, including AI, is the second-highest risk (58% put it in their top five). Human capital is fourth (38%).

These are the four lenses of the Strategic Alignment Roadmap, in part four.

ANSWER IN THE WEBINAR POLL. TAP HERE TOO TO KEEP YOUR OWN NOTE.



Three tools turn the inputs *into pillars*.

1

Theme map

Every input on one wall: the interview words, the radar's gaps, the risk outlook, the conformance gaps. Cluster them into three to five themes.

Out Three to five themes

2

The vision test

Each theme must hold up a phrase of the vision. A theme with no phrase is a wish; a phrase with no theme is a promise nobody keeps.

Out One pillar per promise (P.26)

3

Pillar or foundation?

Would the committee or the business notice it directly? Pillar. If every pillar needs it and nobody outside sees it: foundation.

Out The first draft of the enablers (part 06)

MAYA'S EXAMPLE · INPUTS → THEMES → THE HOUSE

"the risks that matter ... not once a year" (the chair) · radar gaps on continuous insight and on data

AI, cyber and the ERP rising in the risk outlook · a two-level gap on assurance over AI

"talk to us before we sign off" (the CFO) · gaps on risk sensing and agile delivery

data skills, a platform, a methodology refresh: every pillar needs them, nobody outside sees them

→ **Pillar 1 · Continuous insight**

→ **Pillar 2 · Assurance where it matters**

→ **Pillar 3 · Early partner**

→ **Foundation**

» PILLARS COME FROM EVIDENCE. A PILLAR YOU CANNOT TRACE TO AN INPUT IS A WISH.



Pillars: one for each promise *in the vision.*

UNDERLINE THE VISION

“By 2029, the audit committee relies on us for 1 a continuous view of 2 the risks that matter most, and 3 the business asks for us early.”

PILLAR 1

Continuous insight

Holds up “a continuous view”. Data on every engagement where data exists, and a live assurance view of the top risks between meetings.

Owner Head of data and analytics

PILLAR 2

Assurance where it matters

Holds up “the risks that matter most”. Coverage follows the risk ranking: AI, cyber and the ERP before the familiar cycle.

Owner Head of assurance

PILLAR 3

Early partner

Holds up “asks for us early”. Assurance at the gates of the big programs, and advice before decisions, never ownership.

Owner Deputy chief audit executive

THE RULES

Three to five pillars. Each holds up a phrase of the vision, has one owner, and carries one or two objectives with a number and a year. No overlaps: every initiative lives in one pillar.

PILLAR OR FOUNDATION?

Would the committee or the business notice it directly? Then it is a pillar. If every pillar needs it and nobody outside sees it, it is foundation.

Technology: foundation. Data skills: foundation. Talent: a pillar only if the business will notice it, as a leadership pipeline.

» A PILLAR THAT HOLDS UP NOTHING IN THE VISION IS DECORATION. A PHRASE WITH NO PILLAR IS A WISH.



Each pillar carries its objectives, *with a number and a year.*

P1

Continuous insight

Owner: head of data and analytics

01 Engagements that test full populations with data

40% in 2028 • 60% by 2029

02 A live assurance view of the top risks for the committee

From the third quarter of 2028

LEADING

Data-access agreements signed

LAGGING

The committee uses the live view at every meeting

P2

Assurance where it matters

Owner: head of assurance

03 Top-ten enterprise risks assured every two years

10 of 10 by 2028

04 High-risk AI use cases assured within a year of going live

Every one, from 2028

LEADING

AI inventory tested; use cases tiered for audit

LAGGING

Committee confidence in coverage: 4.5 out of 5

P3

Early partner

Owner: deputy chief audit executive

05 Engagements requested or co-scoped by the business

A third by 2029

06 Assurance at every gate of the top three transformation programs

From 2027

LEADING

Program gates attended on time

LAGGING

Recommendations rated valuable: 90%

AND FOR THE FOUNDATION

From fieldwork to report

30 days

Actions implemented on time

85%

Auditors with a data or AI skill

100%

Retention of high performers

90%

» MEASURE OUTCOMES AND CAPABILITY, NOT ACTIVITY. "AUDITS COMPLETED" IS A PLAN MEASURE.

Initiatives.

Choose few, write each one on a single card, decide how you will monitor it, then sequence them on one timeline.

IN THIS PART

P.29 Choose with the SAR

P.31 The initiative card

P.32 Two initiatives, worked

P.34 What to monitor, and how

P.35 Every initiative on one timeline

OUR EXAMPLE

YOUR TURN

P.30 Station 5 · your IA SAR

P.33 Your ninety-day milestone, in the chat

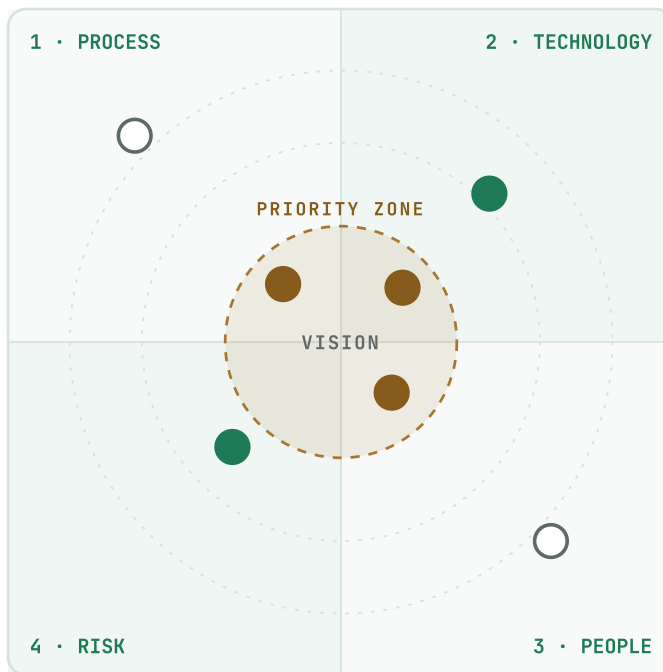


BUILT: ROOF AND PILLARS • NOW:
INITIATIVES



Many good ideas. *Few first moves.*

An initiative closes a gap on a pillar. The SAR places each one in one of four lenses and ranks it by value and timeline: high value and short term lands in the priority zone.



● FIRST MOVE ● NEXT ○ LATER

1 • PROCESS

Living, risk-ranked backlog
Time-boxed engagements
Methodology and QAIP refreshed to the Standards

2 • TECHNOLOGY

Analytics on every engagement
Continuous auditing of key controls
AI-assisted fieldwork, human sign-off

4 • RISK

Combined assurance map
Assurance-over-AI program
Committee dashboard on top risks

3 • PEOPLE

Data and AI skills academy
Co-source or guest-auditor model
Career paths and rotation with the business

» RULE OF THUMB: THREE TO FIVE PRIORITY MOVES A YEAR. FUND THEM BY SAYING WHAT YOU WILL STOP.

Plot your initiatives. *Find your first moves.*

#	INITIATIVE	LENS	VALUE	TIMELINE
1				
2				
3				
4				
5				
6				

HOW TO PLACE THEM

Value: **H**, **M** or **L**. Timeline: within **12 months**, **1–2 years** or **2 years +**.

High value and within twelve months: **first move**, inside the priority zone. High value but one to two years, or medium value within twelve months: **next**. Everything else: **later**.

Choose from the library on P.29, or add your own. Online, the SAR plots them for you.



One initiative, one card: *eight boxes*.

Every initiative goes on the same card before it goes on the timeline. The owner is held to it; the committee sees it behind the one-page house.

1 • PILLAR AND OBJECTIVES

Which objective it moves, and by how much.

2 • THE PROBLEM TODAY

One sentence the business would recognize.

3 • THE OUTCOME, BY A YEAR

What will be true, and who outside the function will notice.

4 • WHAT WE BUILD

The deliverables, concretely: rules, a method, a dashboard, an audit.

5 • OWNER AND SPONSOR

One owner on your team; a sponsor who can unblock it; the partners it needs.

6 • MEASURES

One leading measure, an early signal; one lagging, the outcome; and a first milestone within ninety days.

7 • NEEDS FROM THE FOUNDATION

People, technology and data, method, money, mandate, partners.

8 • RISKS, AND WHAT STOPS

What could go wrong, and what you stop doing to make room.

READY FOR THE TIMELINE?

A pillar, an objective

One owner

Lead and lag measures

A milestone in ninety days

What stops

HOW A CARD GETS MADE

1

The owner drafts it

Half a page, within a week of the SAR, from the gap it closes.

2

The leadership team tests it

Against the five checks above, and against the other cards for overlap.

3

The sponsor signs it

Then it goes on the timeline, and box 6 becomes what you monitor.

» IF AN INITIATIVE CANNOT FILL THE CARD, IT IS NOT READY FOR THE TIMELINE.



Initiative 1: continuous assurance *over procure-to-pay.*

The card, filled in. If an initiative cannot fill it, it is not ready for the timeline.

1 • PILLAR AND OBJECTIVES

Pillar 1, continuous insight. Moves O1, data on 60% of engagements by 2029, and O2, the committee's live view from 2028.

2 • THE PROBLEM TODAY

Procure-to-pay is audited every two years on a sample of sixty invoices. Duplicate payments and changed bank details surface months later, if at all.

3 • THE OUTCOME BY 2029

Every payment run tested by rules each month, exceptions owned and cleared by management, and procure-to-pay on the committee's live view.

4 • WHAT WE BUILD

Twelve rules, among them duplicate invoices, split orders, bank details changed then paid, and one person creating and paying a vendor. Built on today's ERP; moved at go-live.

5 • OWNER AND SPONSOR

Owner: head of data and analytics.
Sponsor: the chief audit executive.
Partners: the CFO, for the data; the accounts payable lead.

6 • MEASURES

Leading: spend under monitoring, 100% by mid-2028; false positives under 20%. **Lagging:** procure-to-pay assured every month from the third quarter of 2028. **Ninety days:** access approved and the first extract loaded, by June 2027.

7 • NEEDS FROM THE FOUNDATION

One data analyst, an analytics platform, read access to the ERP's tables, and a data-protection review before the first extract.

8 • RISKS, AND WHAT STOPS

Risk: our rules become management's control: management owns the exceptions, then the rules; we assure them. **Stops:** the two-yearly sample audit, after the pilot.

READY FOR THE TIMELINE?

A pillar, an objective

One owner

Lead and lag measures

A milestone in ninety days

What stops

» EVERY INITIATIVE NAMES ITS PILLAR, ITS OWNER, ITS MEASURES, AND WHAT IT STOPS.



Initiative 2: assurance *over AI*.

The same card, for the initiative most committees are asking about this year.

1 • PILLAR AND OBJECTIVES

Pillar 2, assurance where it matters.

Moves O4, every high-risk AI use case assured within a year of going live, and O3, since AI is a top-ten risk.

2 • THE PROBLEM TODAY

Twelve AI pilots in service and finance, no inventory, and no agreed way to audit a model. The committee asks whether we are covered; we cannot say.

3 • THE OUTCOME BY 2029

Every high-risk use case on the backlog and assured within a year of going live, and AI risk in front of the committee twice a year.

4 • WHAT WE BUILD

An audit approach mapped to a framework the business recognizes, such as the NIST AI RMF or ISO/IEC 42001; a governance audit; then use-case audits.

5 • OWNER AND SPONSOR

Owner: head of assurance. **Sponsor:** the audit committee chair. **Partner:** the chief risk officer, whose team owns the inventory.

6 • MEASURES

Leading: the inventory tested and every use case tiered by mid-2027; four auditors trained. **Lagging:** high-risk use cases assured within a year, 100% from 2028. **Ninety days:** the twelve known pilots tiered for audit, by March 2027.

7 • NEEDS FROM THE FOUNDATION

AI audit skills for four auditors, a co-source panel for model testing, and access to the inventory and model documentation.

8 • RISKS, AND WHAT STOPS

Risk: we become the AI approver. Management owns the gate; we assure it. **Stops:** the AI part of the end-user computing review, now in the governance audit.

READY FOR THE TIMELINE?

A pillar, an objective

One owner

Lead and lag measures

A milestone in ninety days

What stops

Your turn in the session. One first move from station 5: write its ninety-day milestone, a fact someone could check on the day.

» MANAGEMENT OWNS THE AI INVENTORY AND THE APPROVAL GATE. INTERNAL AUDIT ASSURES THEM.



Monitor every initiative on four signals, *every month*.

WHAT TO MONITOR

1 The next gate

Is it on its date? A gate is a fact, not a feeling: the extract reconciles; false positives are under 20%.

2 The leading measure

Is it moving? Spend under monitoring; the AI inventory tested; auditors trained.

3 Hours and money

Spent against the card, from the timesheets. A project a fifth over its hours turns amber.

4 Risks and dependencies

What changed outside? An ERP gate slipped; a key person left; a regulator moved.

HOW, AND WHO

M

Monthly • the owner

One status line per initiative to the leadership team, RAG by rule.

Q

Quarterly • the CAE

One page for all initiatives, with the lagging measures, to the committee.

Y

Yearly • with the committee

Re-score the SAR, re-plan the timeline, retire what is done.

THE RULE, SO NOBODY ARGUES ABOUT COLORS

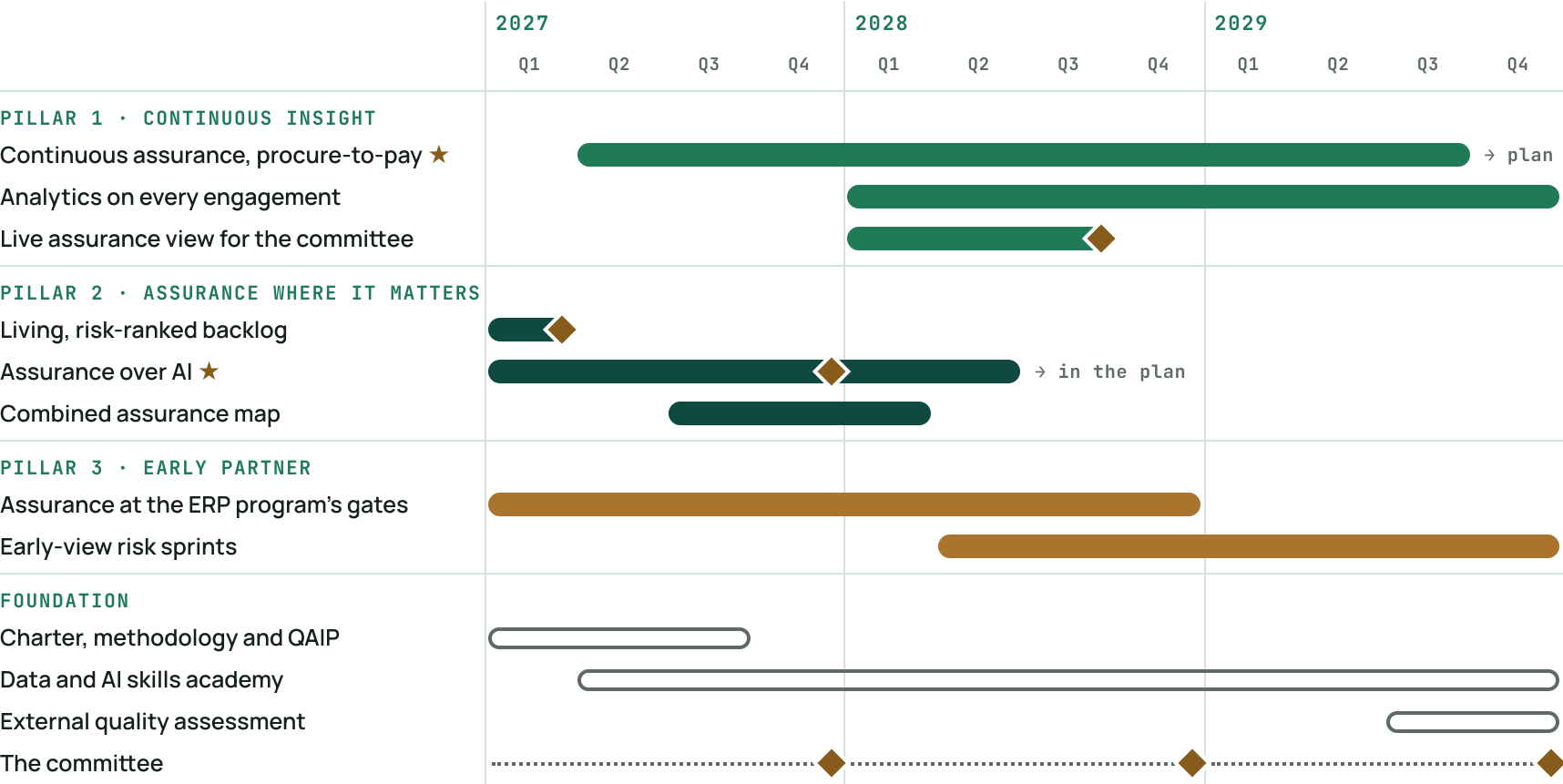
GREEN next gate on date and the leading measure on track. **AMBER** one of them slipped, by less than a quarter. **RED** a gate missed or a dependency broken: the committee hears it from you first.

ONE STATUS LINE • INITIATIVE 2, THE THIRD QUARTER OF 2027

AMBER Gate 2.1 met: the AI inventory tested complete. Three of the four auditors trained; the fourth by September. Hours on the card. Next gate: the method approved (2.2).

» MONITOR THE INITIATIVE WITH ITS OWN MEASURES. THE PLAN'S COMPLETION RATE IS NOT A STRATEGY MEASURE.

Every initiative on one timeline, *sequenced, not stacked.*



HOW WE SEQUENCED IT

- 1 Dependencies first**
Data access before analytics; the method before the first AI audit.
- 2 A quick win inside ninety days**
The living backlog goes live in the first quarter.
- 3 Three to five new moves a year**
In the pillars, 2027 starts five, 2028 three, 2029 none: it embeds.
- 4 Room for what you cannot see**
Hours held back in the plan for triggers (P.38).

◆ a milestone · ★ worked in full on P.32-33

» IF EVERYTHING STARTS IN THE FIRST YEAR, NOTHING FINISHES IN THE THIRD.

Projects.

*Split each initiative into projects you can staff,
put their hours in the plan, and name who helps.*

IN THIS PART

- P.37 From initiatives to projects
- P.38 One card per project, and its hours
- P.39 Who helps, and how



BUILT: ROOF, PILLARS, INITIATIVES
• NOW: PROJECTS

OUR EXAMPLE

Initiatives 1 and 2 become eight projects, each with one owner, a start, an end, the hours and a gate to pass before the next one starts.

Then split each initiative *into projects you can staff.*

	2027				2028				2029				THE GATE TO PASS
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
INITIATIVE 1 · PROCURE-TO-PAY													
1.1 Data access and pipeline Head of data and analytics, with IT													The extract reconciles to the ledger
1.2 Build the rules library Head of data and analytics													False positives under 20% on a year of history
1.3 Pilot with accounts payable Senior auditor, finance													Accounts payable owns the exception workflow
1.4 Scale to payroll and expenses; hand over Head of data and analytics													Procure-to-pay on the committee's live view
INITIATIVE 2 · ASSURANCE OVER AI													
2.1 Test the inventory; tier for audit Head of assurance, with the second line													The inventory tested complete against procurement and IT spend
2.2 Method and skills Head of assurance													Method approved; four auditors trained
2.3 AI governance audit Senior auditor, technology													Reported to the committee
2.4 The first two use-case audits Senior auditor, with the co-source panel													The approach works on two live models; each new one within a year

INITIATIVES 1 AND 2 · HOURS IN THE PLAN	2027	1,730 h	2028	1,570 h	2029	450 h	Running at once, at most	3 projects
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» AN INITIATIVE IS A PROMISE. A PROJECT IS A COMMITMENT: ONE OWNER, A START, AN END, THE HOURS AND A GATE.

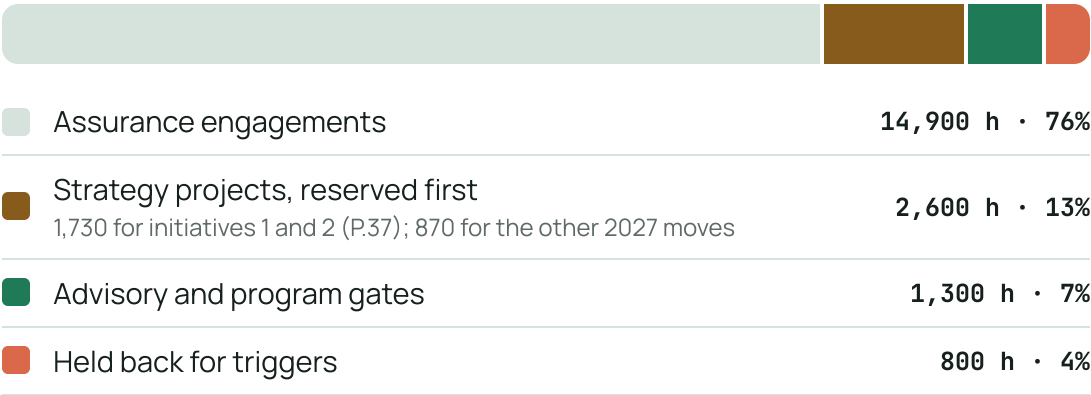
One card per project, *and its hours in the plan.*

PROJECT 1.1 · FROM INITIATIVE 1, PILLAR 1

Data access and pipeline

OWNER	The head of data and analytics, with the IT data owner
DELIVERABLE	A read-only daily extract of the procure-to-pay tables, from today's ERP and then the new one
DONE WHEN	Twelve months of history load from today's ERP, the extract reconciles to the ledger, and access is approved and logged
DATES	April to September 2027
HOURS	380: the new data analyst 300, an auditor 80
DEPENDS ON	A data-protection review; for the move at go-live, the new ERP's data model frozen at program gate 2
GATE	Go to project 1.2 when the extract reconciles

THE 2027 PLAN · FOURTEEN PEOPLE, ABOUT 19,600 PRODUCTIVE HOURS



SAY IT TO THE COMMITTEE LIKE THIS

“We are putting one hour in eight into becoming the function you asked for.”

» IF THE STRATEGY HAS NO HOURS IN THE PLAN, IT HAS NO PROJECTS.

No project is internal audit’s alone: *who helps, and how.*

WHO	WHAT THEY GIVE	IN OUR EXAMPLE
THE BUSINESS	Data, time and a pilot; then they own the exceptions	Accounts payable: the pilot (1.3), and the exceptions from then on
IT AND DATA OWNERS	Access, extracts, and support for the platform	The IT data owner: the daily extract (1.1)
THE SECOND LINE	Inventories, the risk taxonomy, shared coverage	The CRO’s team: the AI inventory (2.1)
EXTERNAL AUDIT	Coordination, and reliance both ways	The combined assurance map: no testing twice
SPECIALISTS	Skills a project needs, not a career	The co-source panel: model testing (2.4)
HR AND FINANCE	The roles, and the budget line	Two data roles; one multi-year line (P.43)

NAME THEM ON THE CARD · PROJECT 1.1

R

The new data analyst does the work

A

The head of data and analytics owns it

C

The IT data owner and the data-protection officer are consulted

I

The CFO, and the committee at the gate

Responsible, accountable, consulted, informed: one line each, on the project card, agreed with the people named before the plan is approved.

» ASK FOR THE HELP BEFORE THE PLAN IS APPROVED, NOT AFTER THE PROJECT IS LATE.

Enablers.

Define the foundation from what the projects need, assess each enabler honestly, then price the ask.

IN THIS PART

- P.41 Read the foundation off the projects
- P.42 Assess each enabler
- P.43 Price it, and say what pays
- P.44 The whole house, complete



BUILT: EVERYTHING ABOVE IT • NOW:
THE FOUNDATION

YOUR TURN

- P.42 Poll 3 • your weakest enabler

Six enablers, scored today and against what the projects need by 2028. The gaps become the ask.

Now read the foundation *off the projects.*

Do not guess the enablers. List what every project needs, then group it into six. Each one gets an owner, a year and a reason the committee cares about.

ENABLER	INITIATIVE 1 • PROCURE-TO-PAY	INITIATIVE 2 • AI	THE ASK, AND WHEN
PEOPLE AND SKILLS	One data analyst for projects 1.1 to 1.4	AI audit skills for four auditors (2.2); a co-source panel for model testing (2.4)	Two data roles, in 2027 and 2028; a data and AI academy from 2027
TECHNOLOGY AND DATA	An analytics platform; read access to the ERP's tables (1.1)	Access to the AI inventory and model documentation (2.1)	The platform in 2027; a dashboard tool for the live view in 2028
METHODOLOGY AND QUALITY	A continuous-auditing procedure; change control over the rules (1.2)	An AI audit approach mapped to a recognized framework (2.2)	Methodology and quality program refreshed by the third quarter of 2027
FUNDING	The analyst and the platform	The training, and the panel paid per use	Priced on the next page, with what we stop
GOVERNANCE AND MANDATE	A standing right to system data; a data-protection review (1.1)	The committee as sponsor; management owns the AI approval gate	A charter refresh in the first quarter of 2027; the review on the committee's calendar
PARTNERSHIPS	Accounts payable owns the exceptions from the pilot (1.3); management takes over the monitors (1.4)	The second line owns the inventory (2.1)	Reliance agreed with the second line and external audit, for the combined assurance map, 2027

» EVERY ASK TRACES TO A PROJECT, AND EVERY PROJECT TO A RISK THE COMMITTEE ALREADY WORRIES ABOUT.

Your weakest enabler? *Assess each one, with evidence.*

Scored from 1 to 5 on the same scale as the capability lens, today and against what the projects need by 2028, with evidence for every score.

ENABLER	TODAY → NEEDED	THE EVIDENCE	THE GAP BECOMES THE ASK
A PEOPLE AND SKILLS	2 → 4	One of the fourteen, the head of data and analytics, works with data; nobody has AI audit skills	Two data roles; AI training for four; an academy from 2027
B TECHNOLOGY AND DATA	1 → 4	No analytics platform; data requested engagement by engagement	A platform in 2027; standing read access to the ERP
C METHODOLOGY AND QUALITY	3 → 4	A quality program in place; no method for continuous auditing or AI	The methodology refreshed by the third quarter of 2027
D FUNDING	2 → 3	Flat for three years, and every hour booked to engagements	+5% and +4%, part-paid by three stopped audits
E GOVERNANCE AND MANDATE	3 → 4	A charter older than the 2024 Standards; no standing right to system data	A charter refresh in the first quarter of 2027
F PARTNERSHIPS	2 → 4	No reliance agreed with the second line or external audit	Reliance agreed, for the combined assurance map

» THE DISTANCE BETWEEN TODAY AND WHAT THE PROJECTS NEED IS THE ASK. SCORE IT WITH EVIDENCE, NOT HOPE.

Price the foundation, *then say what pays for it.*

THE ASK	2027	2028	2029
PEOPLE	A data analyst; AI training for four	A second analyst; the co-source panel on call	None new
TECHNOLOGY	Analytics platform; ERP read access	A dashboard tool for the live view	None new
METHOD AND QUALITY	Methodology and quality program refreshed	None new	External quality assessment
BUDGET, CHANGE ON THE YEAR BEFORE	+5%	+4%	Flat

Illustrative figures. Price yours in your own currency and budget; the shape is what matters: front-loaded, falling, and finished.

HOW IT IS PAID FOR, IN THIS ORDER

- 1

Stop
The two-yearly sample audit of procure-to-pay, once the pilot passes its gate, and two low-risk cyclical audits: about 1,200 hours a year back.
- 2

Re-scope
An auditor vacancy becomes the first data role.
- 3

Borrow
Model testing from a co-source panel, paid per use.
- 4

Ask
The rest as new budget, each line tied to a risk: no data access, no continuous view; no AI skills, AI goes live unassured.

ASK FOR IT ONCE *A multi-year line, endorsed with the strategy, not a fight in every budget round.*

» “TWO ANALYSTS” IS A COST. “PROCURE-TO-PAY AND AI COVERED BY 2028” IS A DECISION.



The whole house, *on one page.*

VISION

By 2029, the audit committee relies on us for a continuous view of the risks that matter most, and the business asks for us early.

MISSION

We give the committee and management independent assurance, advice and foresight on the risks that matter most to the group, so it can take the risks it chooses with confidence.

PRINCIPLES

Risk before rotation · Data first · Early, never owning · No surprises · Short and in time

PILLAR 1 · CONTINUOUS INSIGHT

Data on 60% of engagements by 2029 · a live view from 2028

Continuous assurance, procure-to-pay 2027

Analytics on every engagement 2028

Live assurance view 2028

PILLAR 2 · ASSURANCE WHERE IT MATTERS

Top-ten risks 10 of 10 by 2028 · high-risk AI assured within a year

Living, risk-ranked backlog 2027

Assurance over AI 2027

Combined assurance map 2027

PILLAR 3 · EARLY PARTNER

A third of engagements requested by 2029 · every gate of the top three programs

Assurance at ERP gates 2027

Early-view risk sprints 2028

2027 · FOUNDATIONS AND FIRST MOVES

2028 · SCALE

2029 · EMBED

PROGRESS AT EVERY COMMITTEE MEETING

FOUNDATION

PEOPLE AND SKILLS

TECHNOLOGY AND DATA

METHODOLOGY AND QUALITY

FUNDING

GOVERNANCE AND MANDATE

PARTNERSHIPS

The ask: two data roles, a platform and a co-source panel over 2027–2028, part-funded by stopping three audits.

» THIS PAGE, NOT THE FORTY-PAGE DOCUMENT, IS WHAT GOES TO THE COMMITTEE.

Make it *land*.

*Bring it to the committee with no surprises,
then keep it alive between the meetings.*

IN THIS PART

- P.46 The committee's questions, and the path
- P.48 Same strategy, two slides
- P.49 Track it, check it, refresh it

YOUR TURN

- P.47 Poll 4 · your committee
- P.50 Poll 5 · your last refresh



THE WHOLE HOUSE, TO THE COMMITTEE



Answer the five questions *before the meeting.*

THE FIVE QUESTIONS, SAID OR NOT

- 1

Is this tied to our strategy and our risks?

Trace each objective to a strategic goal or a top risk.
- 2

What will we get that we do not get today?

Three changes they will notice, in coverage, insight or speed.
- 3

What does it cost, and what are the trade-offs?

The ask, priced, and what you will stop doing to fund part of it.
- 4

How will we know it is working?

Four to six measures, with targets and a year.
- 5

What do you need from us?

A decision: endorse it, fund it, change the charter, or put the review on the calendar.

THE PATH TO THE MEETING: NO SURPRISES

- 12 WEEKS OUT

Co-create

Interview the chair first, then executives and the team.
- 6 WEEKS OUT

Draft

The house on one page. Test it with your own team.
- 3 WEEKS OUT

Pre-wire

One-to-ones with the chair, the CEO and the CFO. Change it now, not in the room.
- THE MEETING

Present

Ten minutes, one page, one decision. Minute the endorsement.
- EVERY MEETING AFTER

Review

One page of progress, every time.

THE TEST OF ALIGNMENT

The committee chair should recognize their own words in your vision.

INDEPENDENCE

Management informs the strategy. Internal audit owns it. The committee endorses it.

» A STRATEGY “NOTED” IS NOT A STRATEGY ENDORSED. ASK FOR THE DECISION, AND MINUTE IT.



POLL 4 OF 5 • ANSWER IN THE WEBINAR

How does your audit committee engage *with your strategy?*

A Not at all

B As an FYI in the pack

C It reviews it once a year

D It endorses it and tracks progress

STANDARD 9.2

The chief audit executive must review the internal audit strategy with the board and senior management periodically.

An FYI in the pack is not a review. C meets the letter. D is where the funding comes from.

ANSWER IN THE WEBINAR POLL. TAP HERE TOO TO KEEP YOUR OWN NOTE.



Same strategy, *two slides*.

BEFORE · THE USUAL DRAFT

Internal Audit Strategic Plan 2027–2029

- Leverage technology to enhance audit efficiency and effectiveness
- Continue to provide value-added services
- Enhance stakeholder relationships
- Optimize resource allocation
- Strengthen the risk-based approach
- Embrace innovation and digital transformation
- Develop staff competencies
- Align with best practices and standards
- Increase use of data analytics where possible
- Improve audit report quality
- Explore AI opportunities
- Enhance the QAIP
- Foster a culture of continuous improvement
- Support organizational objectives

Internal Audit · Confidential · Page 7 of 40

AFTER · MAYA'S PAGE, ENDORSED IN SEPTEMBER

INTERNAL AUDIT STRATEGY 2027–2029

- 1 **By 2029, the audit committee relies on us for a *continuous view of the risks that matter most*, and the business asks for us early.**

THREE PILLARS

Continuous insight
Assurance where it matters
Early partner

2

PRIORITY MOVES

Living backlog · 2027
Assurance over AI · 2027
Continuous assurance,
procure-to-pay · 2027

3

MEASURES

Top-ten risks · 10/10, 2028
Data-led work · 60%, 2029
Committee confidence · 4.5/5

4

5

THE ASK

Two data roles, a platform and a co-source panel over 2027–2028. Funded in part by stopping three audits.

6

DECISION TODAY Endorse the strategy, and review progress at every meeting.

What changed: 1 the headline is the vision, not the document's name · 2 three pillars, not fourteen bullets, each one something the committee will notice · 3 every move has a year, so progress can be tracked · 4 measures with targets: outcomes, not activity · 5 the ask, explicit, and what stops to fund it · 6 the decision, named, so it can be minuted.

TEN MINUTES IN THE ROOM, ONE DECISION

- 1 MIN **Why now:** what is changing in the business, its risks, and your ask
- 2 MIN **Where we are going:** the vision and the pillars
- 2 MIN **What changes:** three shifts the committee will notice

- 2 MIN **What it takes:** the moves, the enablers and the ask, priced
- 2 MIN **How you will know:** the measures and the review rhythm
- 1 MIN **The decision:** exactly what you need from them today

In the room: say the ask in minute one · skip the method and the appendix · end on the decision, and minute it.

» SAME STRATEGY. ONLY ONE OF THEM GETS FUNDED.



Track it, check it, *refresh it on a trigger.*

QUARTERLY • TRACK

Is it moving?

Initiative status and the measures, on one page to the committee. Re-rank the backlog.

EVERY YEAR • CHECK

Is it still right?

Re-score the SAR, update the timeline and the projects, align the plan. Review with the board and senior management.

EVERY THREE YEARS • REFRESH

Rebuild it

A full rebuild from a new scan, sooner if a trigger fires.

TRIGGERS FOR AN EARLY REFRESH

- A new CEO or corporate strategy
- A merger, acquisition or divestment
- A significant incident or loss
- A budget shock
- Major regulatory change
- New technology at scale, such as generative AI
- Quality assessment findings
- A new committee chair

EXAMPLE TRIGGER

The IIA's Cybersecurity Topical Requirement took effect on 5 February 2026. Did your strategy change the skills or tools behind your cyber coverage?

TIE THE PLAN TO THE STRATEGY

Tag every engagement in the plan to a strategic objective. The plan becomes the strategy's evidence.

KEEP TELLING IT • FOUR CONVERSATIONS

The committee at every meeting, executives twice a year, the team every quarter, assurance partners twice a year. The team hears it first.



POLL 5 OF 5 • ANSWER IN THE WEBINAR

When did you last *refresh your strategy*?

A Never

B Three or more years ago

C One to two years ago

D This year

RISK IN FOCUS 2026/2027

A plan updated every year but supported by an outdated strategy may still lack the skills, technology, sourcing or methods that emerging risks need.

If your answer is A or B, the triggers on the last slide have probably already fired.

ANSWER IN THE WEBINAR POLL. TAP HERE TOO TO KEEP YOUR OWN NOTE.



STATION 6 OF 6 • YOUR TURN • START NOW, FINISH LATER

Your strategy house, *on one page.*

Online, your gaps and first moves from stations 4 and 5 are already in. Raise the roof and name three pillars, then save it as a PDF.

VISION • ONE SENTENCE, WITH A YEAR

MISSION • WHOM WE SERVE, WHAT WE GIVE

PRINCIPLES • THREE TO FIVE

PILLAR 1 • OBJECTIVE, NUMBER, YEAR

PILLAR 2 • OBJECTIVE, NUMBER, YEAR

PILLAR 3 • OBJECTIVE, NUMBER, YEAR

FOUNDATION • ENABLERS AND THE ASK

YOUR TURN FINISH IT AFTER THE SESSION • signifyinsights.com/labs/ia-strategy • STATION 6



Ninety days to a strategy *the committee endorses.*

NEXT 30 DAYS • THE INPUTS

1 Ask eight to twelve people the five questions

Start with the committee chair. Write the case for change.

2 Rate the eight capabilities with your team

Station 4, as a team exercise.

NEXT 60 DAYS • BUILD THE HOUSE

3 Raise the roof and set the pillars

Vision, mission, principles; three to five pillars with objectives. Station 6 is your first draft.

4 Write three initiative cards and split them into projects

Eight boxes each; every project with an owner, hours and a gate.

NEXT 90 DAYS • LAND IT

5 Read the foundation off the projects, assess it and price it

With what you will stop.

6 Pre-wire the chair, then present for endorsement

One-to-one three weeks out; the review on the calendar.

ONE THING FIRST

Book thirty minutes with your committee chair this week. It is where Maya started, and everything else gets easier.

Your *questions.*

Ask in the chat or the Q&A. Anything we cannot reach in the time, we will answer in writing afterwards.

The roof + The pillars + Initiatives + Enablers = A strategy that lasts

THE BASICS Six parts, one house; a plan is not a strategy; the dos and don'ts.

THE HOUSE Their words into a vision; inputs, maturity and three tools into pillars.

DELIVERY One card per initiative, monitored; projects with hours and helpers; enablers assessed and priced.

LANDING No surprises for the committee; ten minutes, one decision; refresh on triggers.

EVERYTHING STAYS ONLINE

The slides, the PDF, all six stations and your strategy house.





THANK YOU

Beyond the plan, *starting Monday.*

The plan tells the committee what you will do this year. The strategy tells them who internal audit is becoming. Give them both.

THIS WEEK: BOOK THIRTY MINUTES WITH YOUR COMMITTEE CHAIR. THE EMAIL TO SEND IS AT signifyinsights.com/labs/ia-strategy



Mostafa Elghazaly

GLOBAL CHAIRMAN • SIGNIFY

BOOK ONE FOR YOUR TEAM

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THE SESSION, ONLINE

signifyinsights.com/labs/ia-strategy

Slides, PDF and all six stations

Signify *Insights*

PLAY • TEST • THINK

■ ANSWER KEY • STATION 1 • PLAN OR STRATEGY?

Dates and hours are plan. *Capabilities and destinations are strategy.*

#	STATEMENT	ANSWER	WHY
01	Audit procure-to-pay in the second quarter.	Plan	An engagement with a date this year.
02	By 2029, test full populations with data on 60% of engagements.	Strategy	A capability with a target and a year.
03	Allocate 1,800 hours across fourteen auditable entities.	Plan	Hours set against entities for this year.
04	Become the audit committee's trusted source of insight on AI risk.	Strategy	A destination: vision and objectives.
05	Re-rank the backlog after the ERP go-live slipped.	Plan	The plan doing its job as risk moves.
06	Move from cyclical audits to continuous assurance over the top ten risks.	Strategy	A shift in how the function works.
07	Bring in two cyber specialists for the third-quarter penetration review.	Plan	Resourcing one engagement. A standing co-source model would be strategy.
08	Rotate business leaders into audit through a two-year guest-auditor program.	Strategy	Building capability over years.

■ ANSWER KEY • STATION 2 • DO OR DON'T?

Six calls, *and what happened.*

Composites drawn from patterns in practice, with details changed.

CALL 1 • DON'T

The objective on assurance over the finance transformation came back softened. A year later the committee chair asked where it had gone.

Lesson Management informs the strategy. Internal audit owns it. The committee endorses it.

CALL 2 • DON'T

Thirty minutes in, the chair asked what decision was needed. The paper was noted, not endorsed.

Lesson One page, ten minutes, one decision. The detail goes in the appendix.

CALL 3 • DO

Approved, with one condition: report the coverage gained after twelve months.

Lesson Tie every ask to a risk the committee already worries about.

CALL 4 • DON'T

Twelve months on, three were finished and the team was spread across the rest.

Lesson Three to five priority moves a year, and say what you will stop.

CALL 5 • DON'T

The plan kept auditing yesterday's risks while the new ones went unassured for eighteen months.

Lesson Refresh on triggers, not only on the calendar.

CALL 6 • DO

The team found two gaps in the skills plan, and explained the strategy better than the slides did.

Lesson Your team is the first audience. Co-create, then present.

■ ANSWER KEY • STATION 3 • STRONG OR WEAK?

A strong line *could be wrong for someone else.*

#	PART	LINE	ANSWER	WHY
01	Vision	By 2029, the committee relies on us for a continuous view of the risks that matter most.	Strong	A year, people who will notice, and what they will experience.
02	Vision	To be a world-class, value-adding internal audit function.	Weak	No year and nothing anyone could check. Any function could paste it.
03	Mission	We provide independent assurance in conformance with the Standards.	Weak	It says how we work, not whom we serve or what changes because we exist.
04	Principle	When the risk ranking and the audit cycle disagree, risk wins.	Strong	It settles a real argument, and a good function could choose the opposite.
05	Pillar	Technology.	Weak	Every pillar needs it and nobody outside sees it: that is foundation.
06	Mission	We give the committee and management independent assurance and advice on the group's biggest risks, so it can take them with confidence.	Strong	Whom we serve, what we give, on what, and what changes for the group.
07	Principle	We act with integrity.	Weak	The Standards already require it, so it settles no argument. A value, not a principle.
08	Pillar	Continuous insight: a live assurance view of the top risks for the committee from 2028.	Strong	It holds up a phrase of the vision, and the committee will notice it.