



**PEOPLE-CENTRIC SKILLS:  
IMPACT COMMUNICATIONS**

**Danny M. Goldberg,**

Webinar Moderator

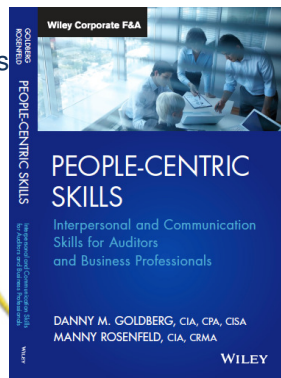


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ACUA Distance Learning  
Chief Audit Executive, University of Alaska



## People-Centric Skills: *Interpersonal & Communication Skills*

- Available in **ALL** Formats
- Available via Amazon and All Major Bookstores (available via the IIA and ISACA bookstores this fall!)
- Published August 2014 (Wiley Publications)
- 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



## GoldSRD Snapshot

### Professional Development:

- **Nationally-Recognized Leader** in Audit and People-Centric Skill Training
- Over **100 Full-Day Courses** on Audit, Accounting, Finance and People-Centric Skills
- Registered with **NASBA** to offer CPE's for all courses in course catalog
- Competitive Pricing
- Interactive and Educational Courses for all levels

### Executive Recruiting:

- Unique approach to filling positions, **including personality assessment for candidate and organization**
- Expansive network of qualified candidates actively looking
- Competitive Pricing

### Staff Augmentation:

- Market leader in locating cost-effective, recognized resources in accounting, finance, audit and IT
- All requests filled within **72 hours**




# Why Is Communication Important?




A cartoon illustration of an audit committee meeting. Seven people are seated around a large, oval conference table. One person on the left is speaking, and a speech bubble points to the text below. The signature 'PENWILL' is visible in the bottom right of the cartoon.

"WE DON'T WANT YOU TO VIEW THIS AUDIT COMMITTEE AS BEING IN ANY WAY CONFRONTATIONAL"



The logo for GOLD SRD, featuring a stylized sun or flame icon above the text 'GOLD SRD'.



A 3D rendered woman in a grey dress holding a smartphone. She is standing on a stylized orange and yellow graphic background.

## 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



## Which is more clear?

- Please take care of the assignment I emailed you a few weeks back regarding the memo on accounting.
- Brent, a few weeks back (May 12<sup>th</sup>) I emailed you concerning the accounting for our new acquisition (ABC Company). I wanted to check in and see the status of the memo. Please let me know at your earliest convenience.



## Concise

- 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!



## Captivating

- 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



## Which is more captivating?

- Thank you for your presentation this morning; it was exciting, endearing and very engaging. I would like to follow up this presentation with a request for the presentation slides as I would like to pass them on to my superiors. Thank you so much.
- Thanks.

Question – Is the latter too concise?



## Conversational

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



## Courteous

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





## Concrete

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

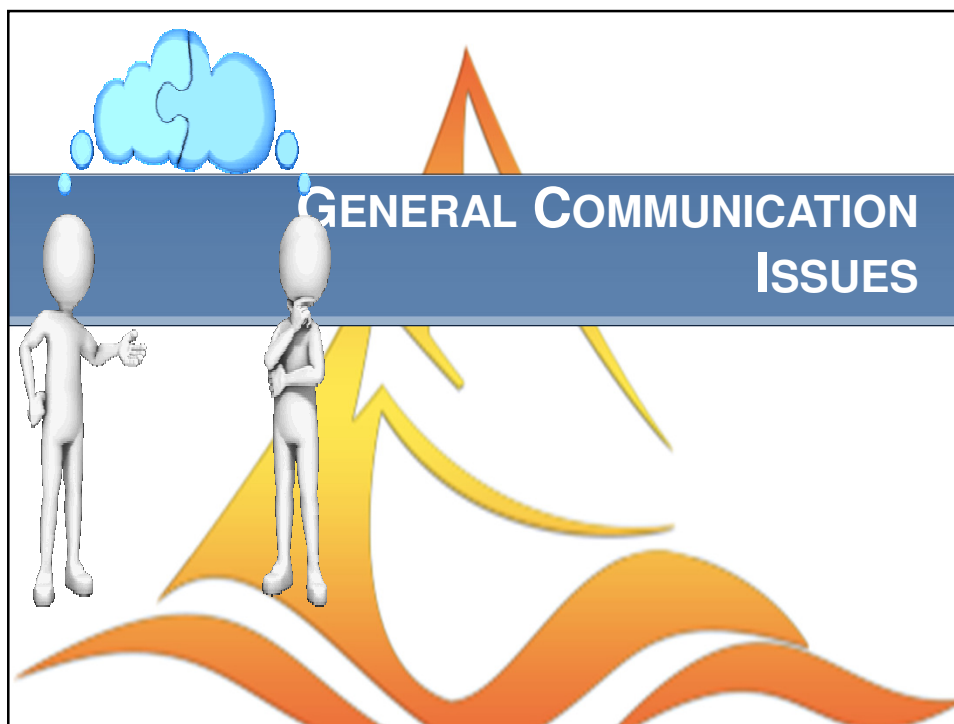


## CPE Question

**What are some of the Seven C's To Effective Communication?**

- A. Accurate
- B. Timely
- C. Clear, Conversational
- D. Contagious





## Form of Communication

- When do you email vs. phone vs. in-person?
- Messages are easily confused or misinterpreted via email
- When should emails be responded to via phone or in-person?
- When is IM appropriate?
- When should you respond to emails via Blackberry?





## 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

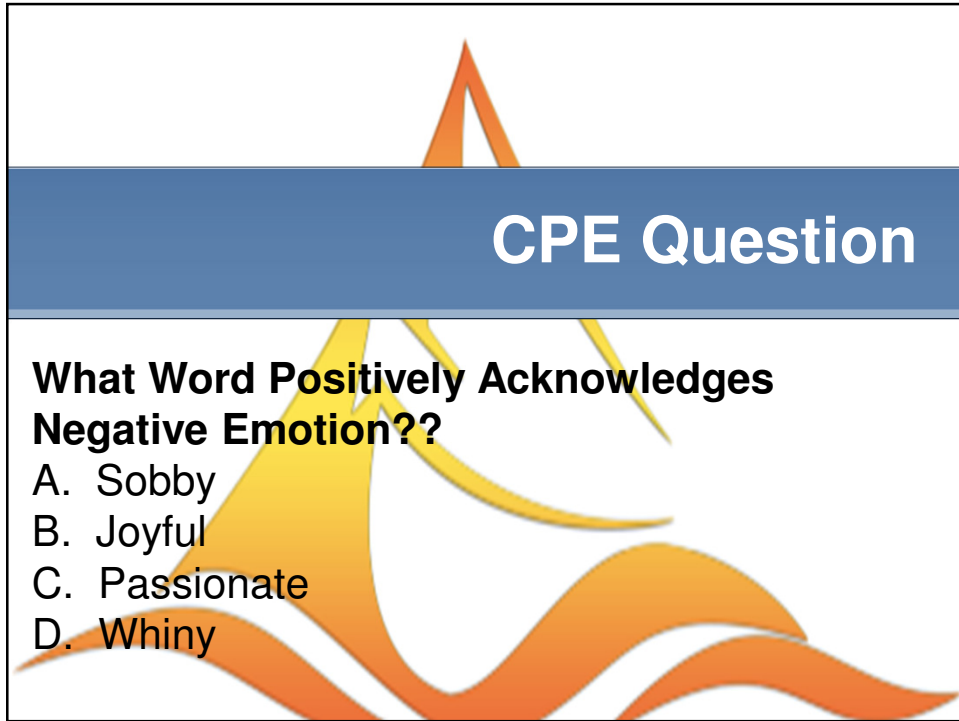
- Personally confront the issue
- Make your initial statement and stop talking
- Avoid arguing during the confrontation
- Know the resolution you want prior to the confrontation
- Focus on the real issue of the confrontation
- Acknowledge feelings



## Email vs. Phone vs. In-person

- Email
  - Simple and straightforward message
  - Script out responsibilities (if reiteration) and deadlines
  - Never write emotionally-charged or spur of the moment emails
- Phone
  - Too long to email but not an emotional conversation
  - Very clear and concise message
- In-person
  - Dialogue
  - Emotion



A slide with a blue header bar containing the text "CPE Question". Below the header, the question "What Word Positively Acknowledges Negative Emotion??" is displayed in bold black text. Below the question, four multiple-choice options are listed: A. Sobby, B. Joyful, C. Passionate, and D. Whiny. The background features a stylized orange and yellow flame-like graphic.

**CPE Question**

**What Word Positively Acknowledges Negative Emotion??**

- A. Sobby
- B. Joyful
- C. Passionate
- D. Whiny

A slide with a blue header bar containing the text "How Do We Start and Interview/Question Types". Below the header, an illustration shows seven white 3D figures sitting around a table, working together to assemble a large blue puzzle. The background features a stylized orange and yellow flame-like graphic.

**How Do We Start and Interview/Question Types**

## Words NOT to Use

- There are many words CPA's/auditors should use with hesitation and sparingly when writing to our audience:



## Words Not to Use

- Definitive Terms
  - Absolute
  - Never
  - Always
  - Must
- Ambiguous Terms
  - Reasonable
  - Should
- First/Third Person
  - Personally
  - We/I/You
- Emotional Triggers
  - Adequate/Inadequate
  - Fail
  - Wrong
  - Finding
  - Opinion
  - Fraud
- Mysterious Terms
  - Discovered
  - Appeared
  - Revealed



## Spelling and Grammar

- Accept/Except: Allow v. Exempt
- Affect/Effect: Influence v. Cause
- Conscious/Conscience: Being Aware v. One's Moral Compass
- It's/Its: It is v. possessive pronoun
- Than/Then: Comparison v. Relation to Time
- See Next Section

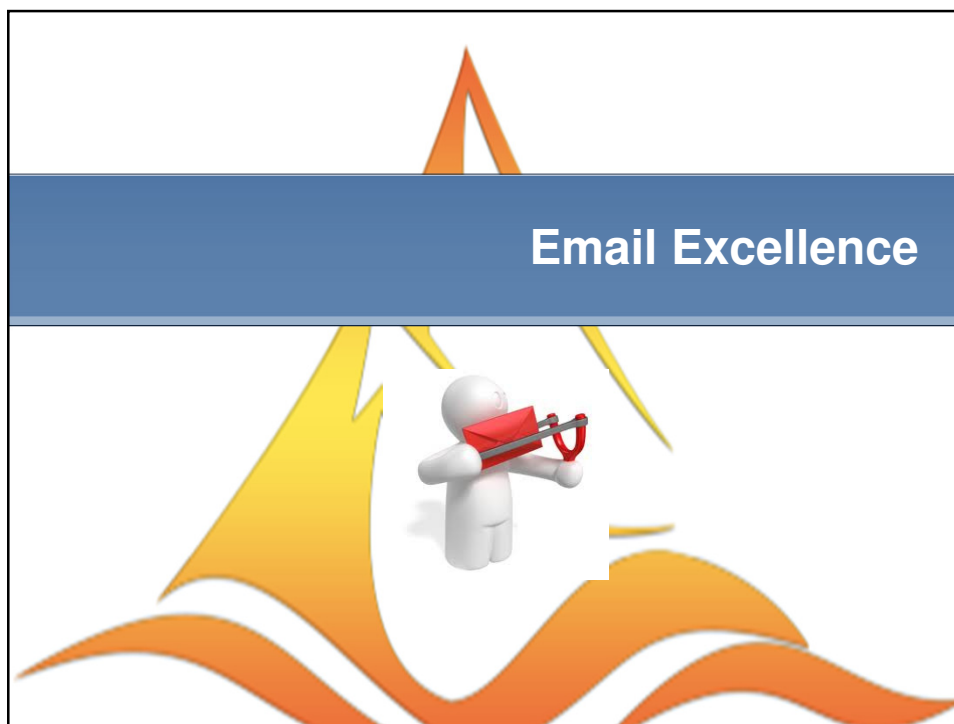
These are not caught on spell check as with many other errors!



## CPE Question

**What is a an Emotional Trigger word that should be used with caution?**

- A. Adequate
- B. Fail
- C. Wrong
- D. All of the Above



## Best Practices - Practical Tips to Improving Your Email Skills

- Clarity is key
- Understand your audience
- White space is good
- It's not just what you say, but how you say it
- Never send an email angry
- Don't forget about verbal communication
- Consider what you are communicating
- Ambiguity in tone





## Typical Bad Practices

- Blank or non-descriptive subject lines
- Reply to all
- One-liners
- Address exposure
- BCC
- CC'ing the **WHOLE WORLD!**
- Read/Delivery Receipts



*I Think morale might improve if you discontinued the "loser of the week e-mail"*


SOURCE: emailtide.com



## CPE Question


**Which email bad-practice do you find causes the most communication trouble?**

- A. Blank or non-descriptive subject lines
- B. Reply to all
- C. One-liners
- D. BCC
- E. CC'ing the whole world!



## Gold Nuggets

- Integral to being an effective auditor
- Hone Communication Skills – More Effective Auditor
- Not what you say, its how you say it
- Change the reputation of Auditors and Accountants!



## Upcoming Training

- Catch Danny at the ACUA Annual Conference, the IIA's All-Star Conference and in Your City!
- [Danny's Training Schedule](#)
- Monthly webinar series 1<sup>st</sup> Monday monthly ( < \$25/CPE)
- <http://goldsrd.com/content/webinar-series>



## ACUA: Upcoming Webinars

**Steve Hoffman, the "Tax Translator"**

**August 12<sup>th</sup> 1 pm EST**

Steve will speak about tax topics common to higher education such as: Sales tax, UBIT, fringe benefits, international students, stipends, and contracting with presidents and coaches. Steve is also a 2015 annual conference presenter!

**Baker Tilly: Continuation on webinar series**

**September, date TBD**

Stay tuned for the next webinar from Baker Tilly.

**Mark Bednarz from O'Connor Davies: Third-Party Risks**

**October 14<sup>th</sup> 1 pm EST**



## ACUA Annual Conference

Shift into high gear and earn CPE at the 2015 annual conference!

**Visit the ACUA website to registrar:**

[http://www.acua.org/CPE Events/Annual Conference.asp](http://www.acua.org/CPE%20Events/Annual%20Conference.asp)

- September 27 - October 1, 2015
- JW Marriott, Indianapolis
- Indianapolis, IN



# Let's Get Social!

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