



The Institute of
Internal Auditors



Dr Kamel Hothi OBE



GUARDIANS OF TRUST

-

A Journey Guided by Values

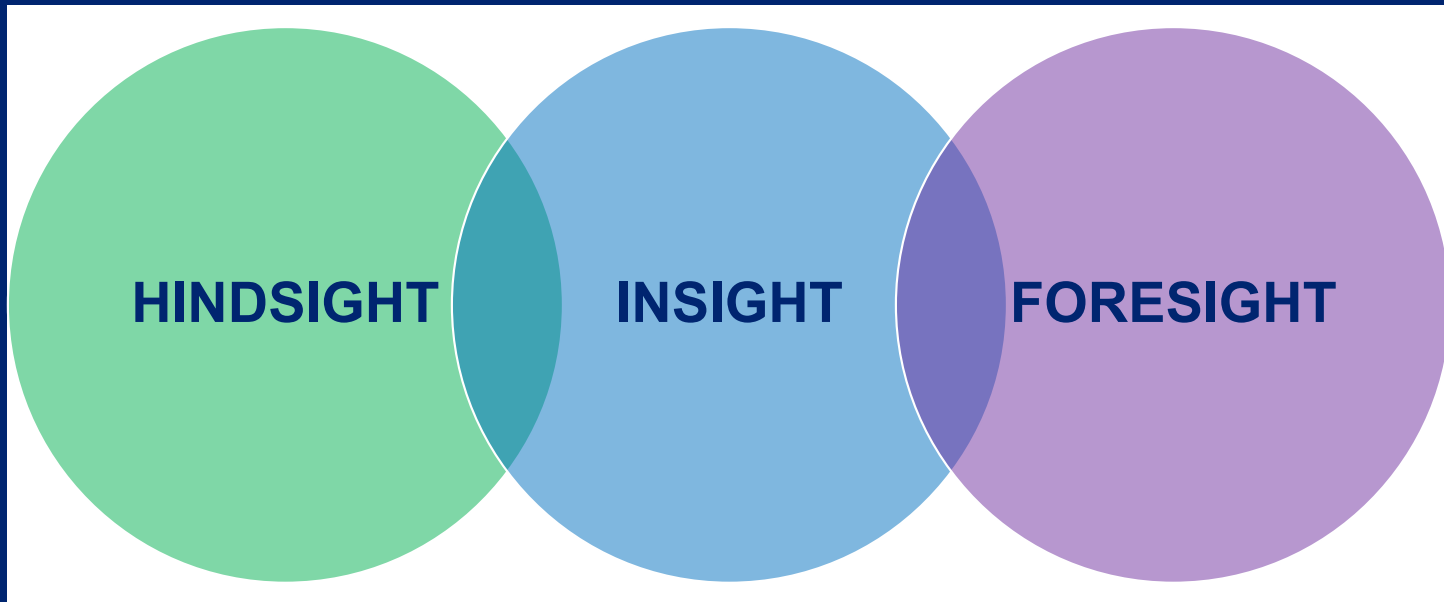
PRESSING PAUSE – DEFINING YOUR VALUES

WHY ARE YOU HERE

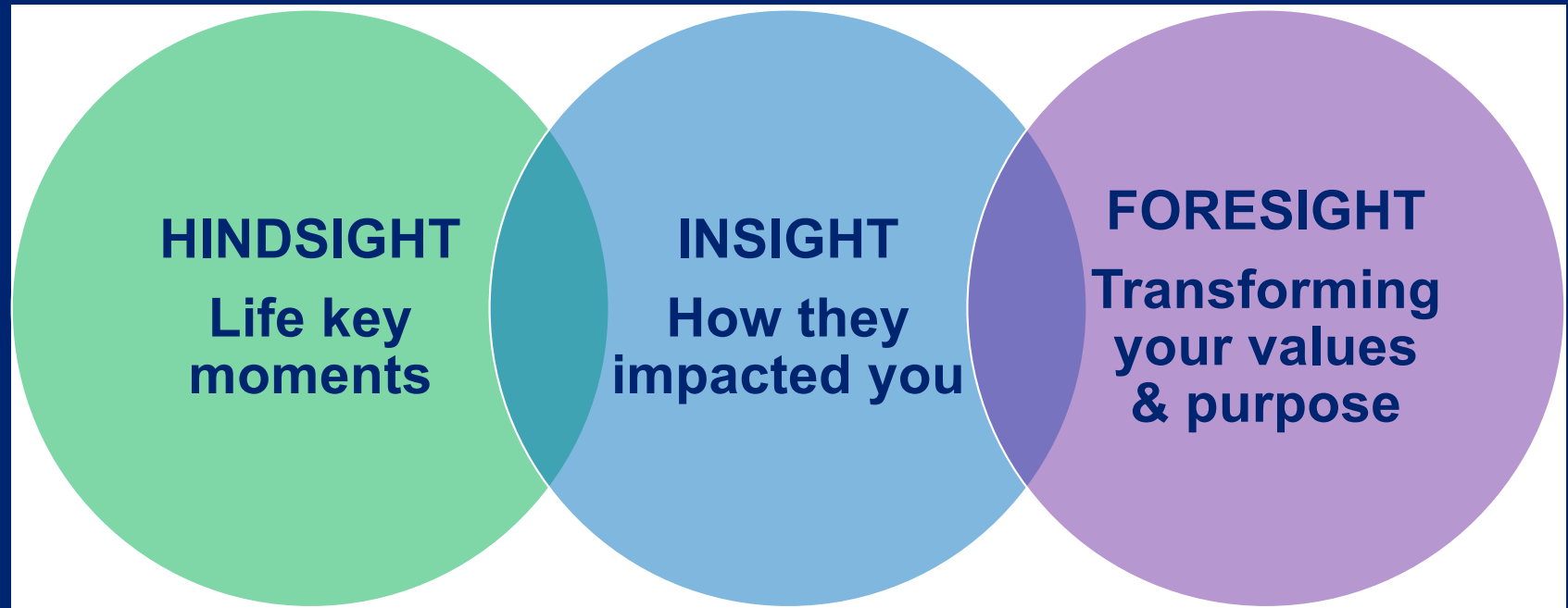
PRESSING PAUSE – DO YOU KNOW YOURSELF

DEFINING YOUR ETHICAL COMPASS & VALUES

HOW DO INTERNAL AUDITORS CREATE VALUE

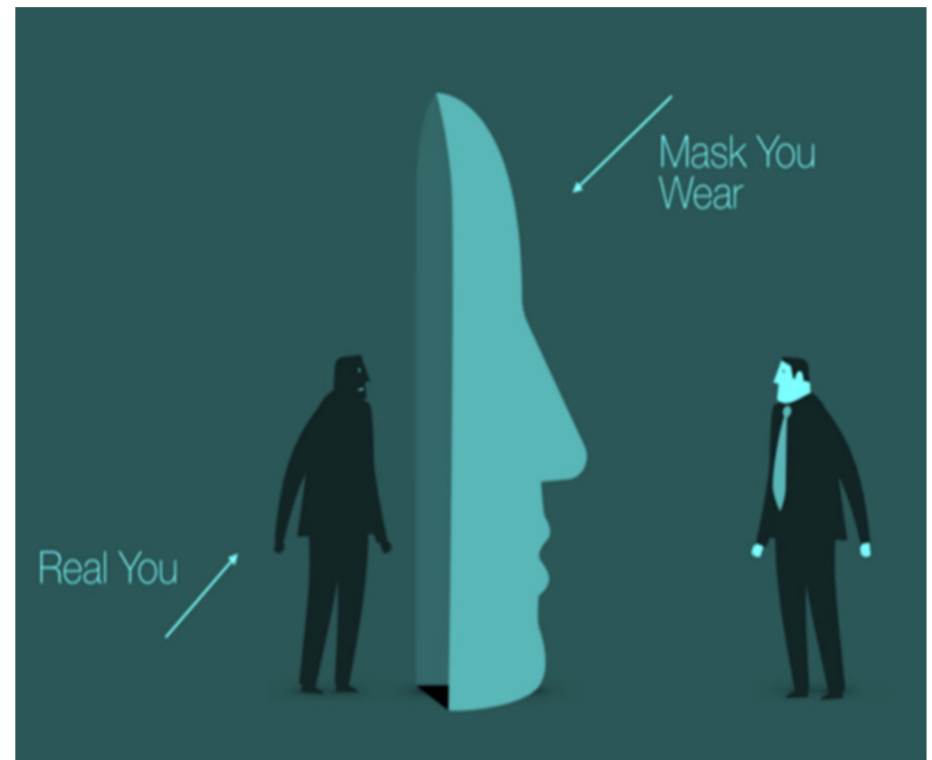


HOW DO YOU CREATE YOUR VALUE



IMPACT ON YOUR GROWTH

- **Imposter Syndrome**
- **Fixed v Growth Mindset**
- **Locus of Control**



VALUES BEING CHALLENGED

90%

Will fundamentally change the way they do business over the next 5 years

85%

Will have a lasting impact on their customers' needs and wants over the next 5 years

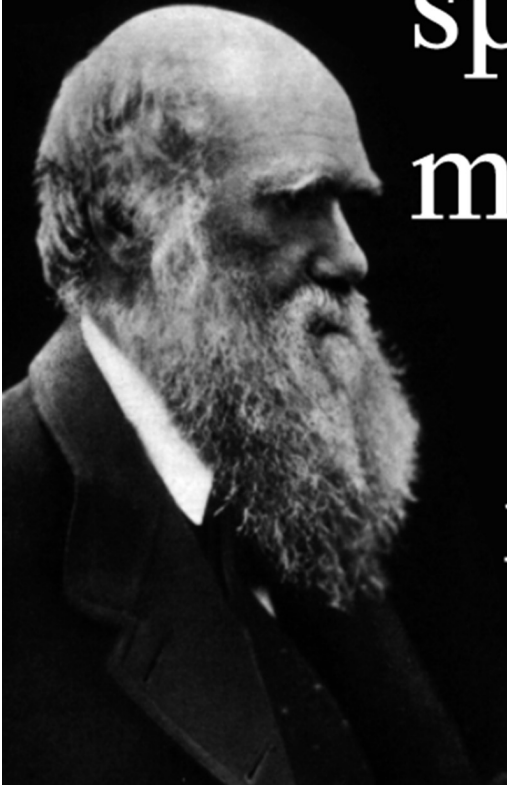
21%

Have the expertise, resources and commitment to pursue new growth successfully

2/3

Will be the most challenging moment in their executive career

*McKinsey Co

A black and white portrait of Charles Darwin, showing him from the chest up, facing slightly to the right. He has a full, white beard and is wearing a dark suit jacket over a white shirt and a dark cravat.

It is not the strongest of the
species that survives, nor the
most intelligent that survives.

It is the one that is the
most adaptable to change.

-Charles Darwin

In companies with a greater sense of **purpose** and connection to **values**, their employees reported that their own work was more **meaningful**.

Northwestern University study

YOUR VALUES

**I'm
Collaborative**

**I'm
Creative**

**I'm
An Expert**

**I'm
Trusted**

**I'm
Driven**

Is this your truth?

A man in a dark suit and tie is leaning over a highly reflective, dark table. His reflection is clearly visible on the table's surface. The background is a bright, overexposed room with a window. The overall mood is professional and contemplative.

**One word to describe
Leadership?**

FUTURE TRENDS OF LEADERSHIP

“It’s not **IQ** or **Technical Knowledge**; these are basic
entry points into senior positions
what divides greatness is **Emotional Intelligence.**”

*Daniel Goleman ~ Harvard Business Review

TRAITS OF GREAT LEADERSHIP

80% of CEOs surveyed in the USA recognised **EMPATHY** as a key to success

Enjoy stronger **collaboration**, **less stress** and **greater morale**

Their employees **bounce back** more quickly from difficult moments

*Stanford University

HOW IS LEADERSHIP EVOLVING

“MANAGEMENT,”

Focused on providing technical expertise and direction

“SERVANT LEADERSHIP”

You are not in charge of people, but they are **IN YOUR** charge



Think of a person you admire...



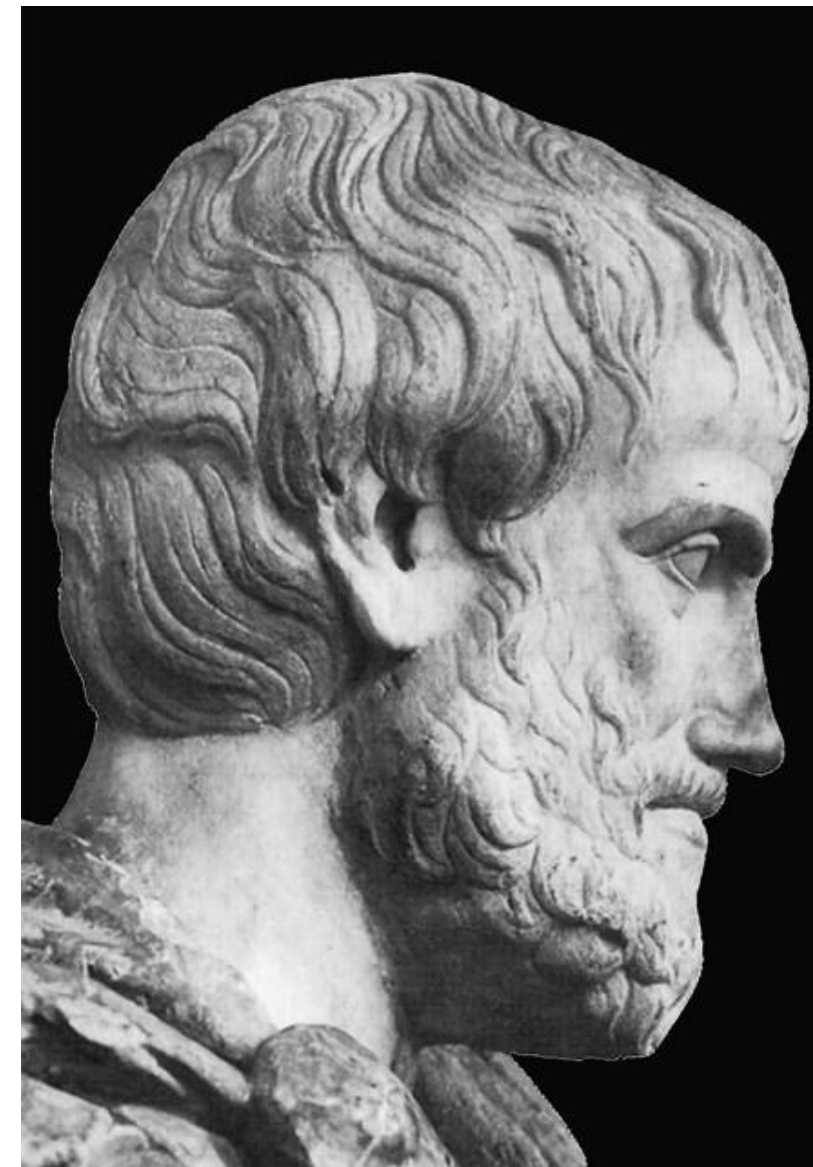
PEPSICO



Indra Nooyi



Howard D. Schultz



“Knowing yourself is
the beginning of all
wisdom.”

Aristotle

Knowing yourself - SPACE



- Productivity
- Trust
- Growth
- Relationships



**Power of pressing
pause...**



1st IMPRESSION?





TELL YOU A STORY..

WHY?

CURIOSITY

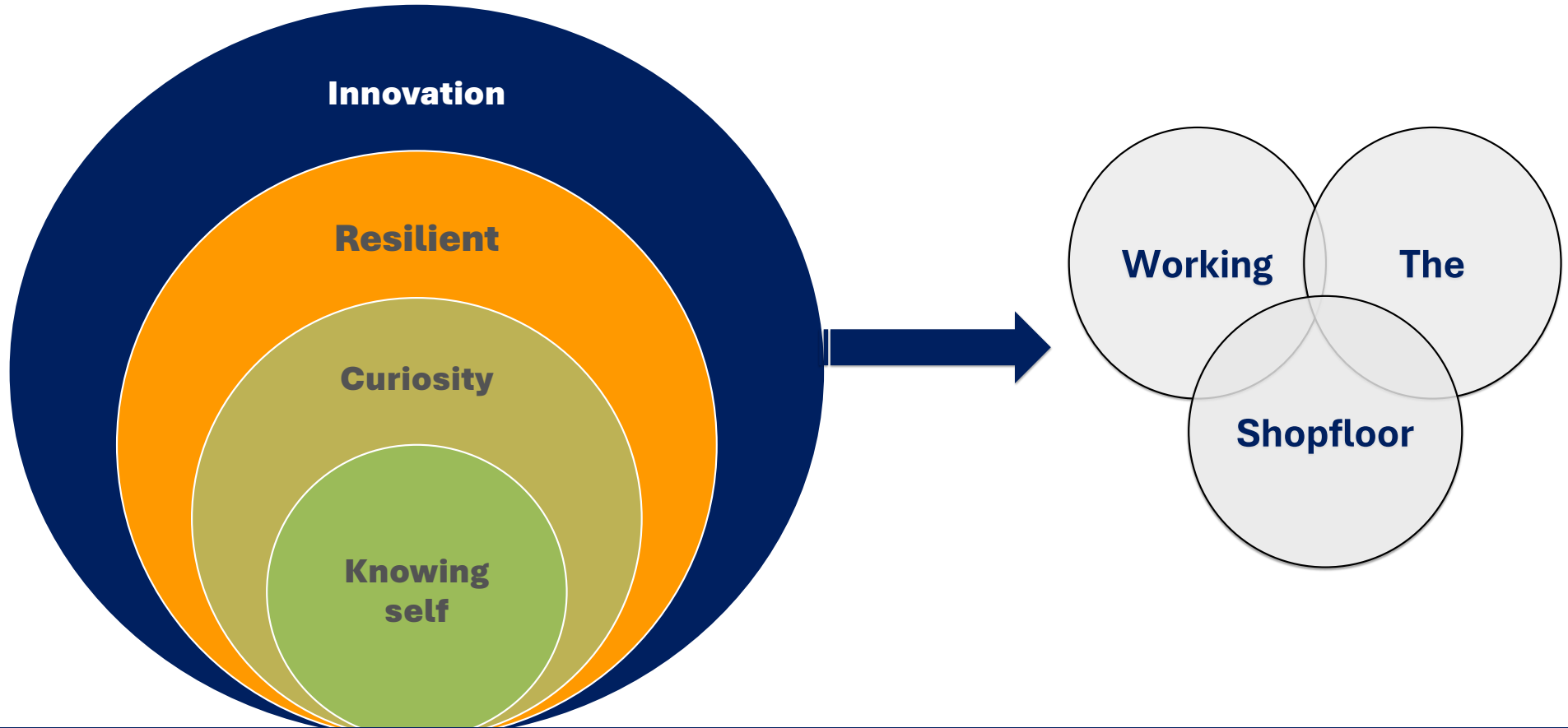
PURPOSE

EMPATHY

KNOWING SELF



CURIOSITY



SPEAKING UP



Stress testing thoughts and ideas



AUTHENTIC LEADERSHIP



AWA
asian women *of* achievement


THE
ASIAN AWARDS
HONOURING ASIAN EXCELLENCE



TRANSFORMATION



FINDING MY WHY



85,000 employees
Volunteered



LEGACY WITH PURPOSE



LLOYD'S
LLOYD'S OF LONDON

The Telegraph
Forbes
Bloomberg





2nd IMPRESSION?



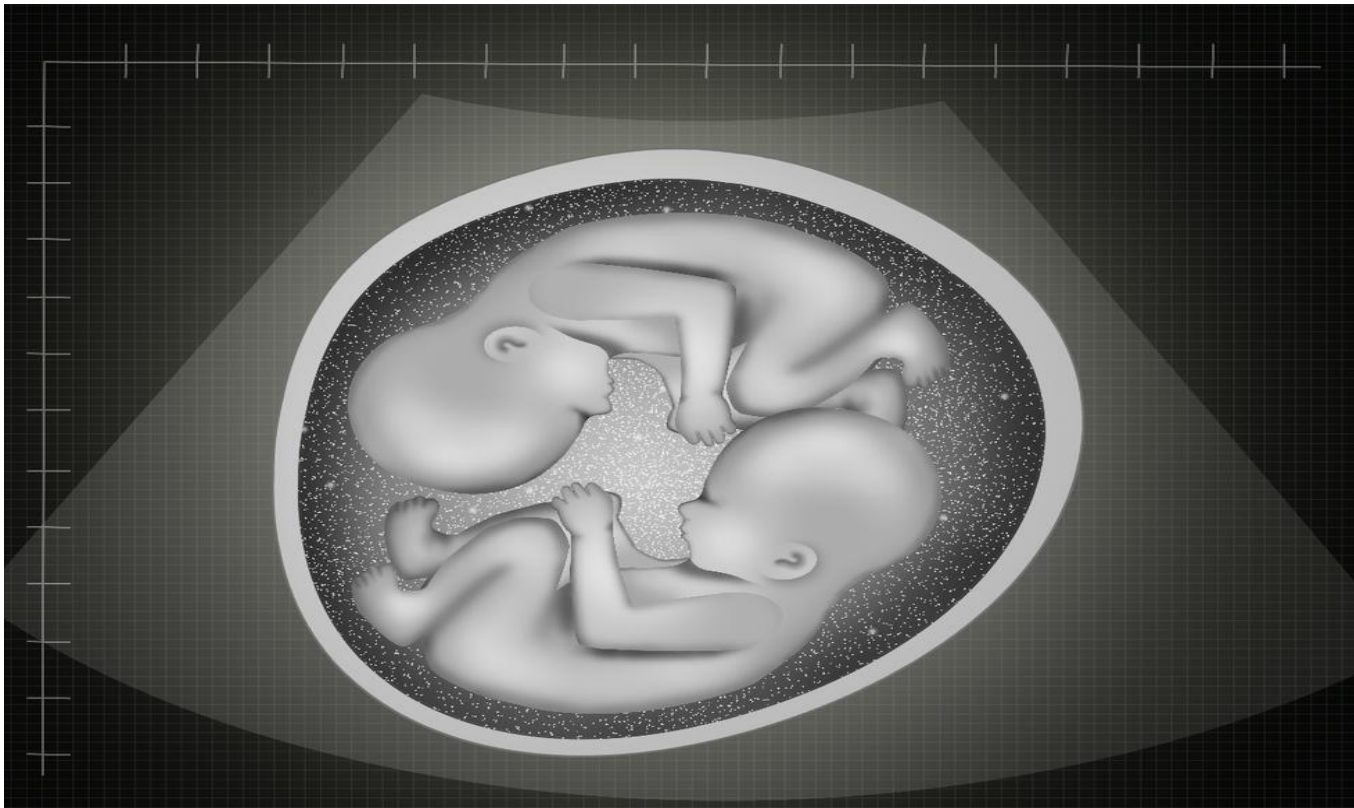
THE REAL STORY..

ALLYSHIP &

WISDOM

COURAGE

INTRODUCING MY TWIN...



Trigger Warning

REFUGEE



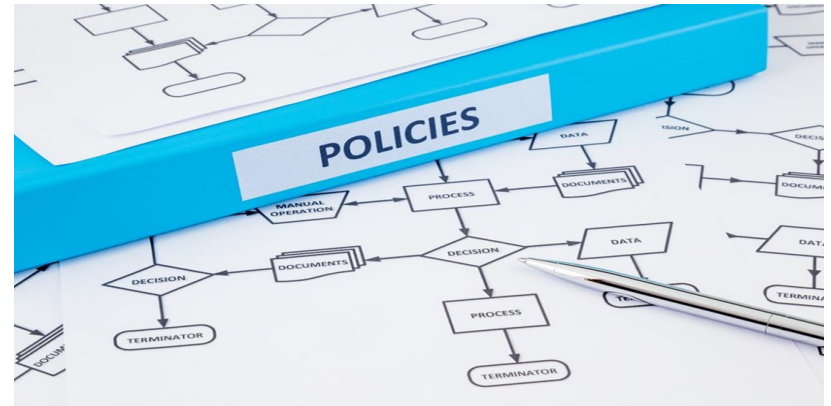
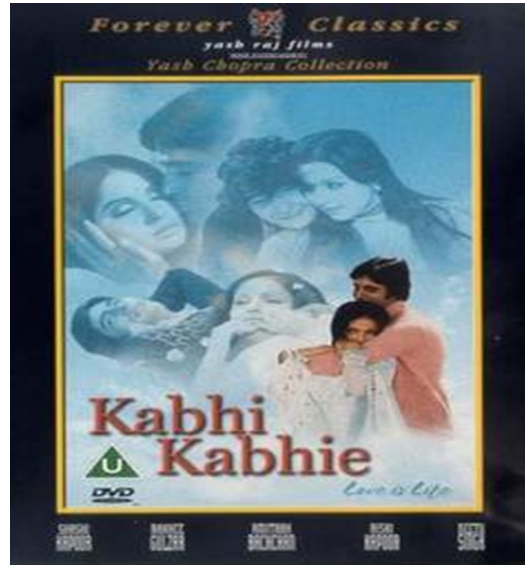
History repeating itself

KNOWING MY PLACE



Life lessons that shaped me

SEEDS OF IMPOSTER SYNDROME



“Even if you have to act like a servant.....!”

Impact of culture

MY AUTHENTIC SELF – WHICH ONE?



Power of Allies

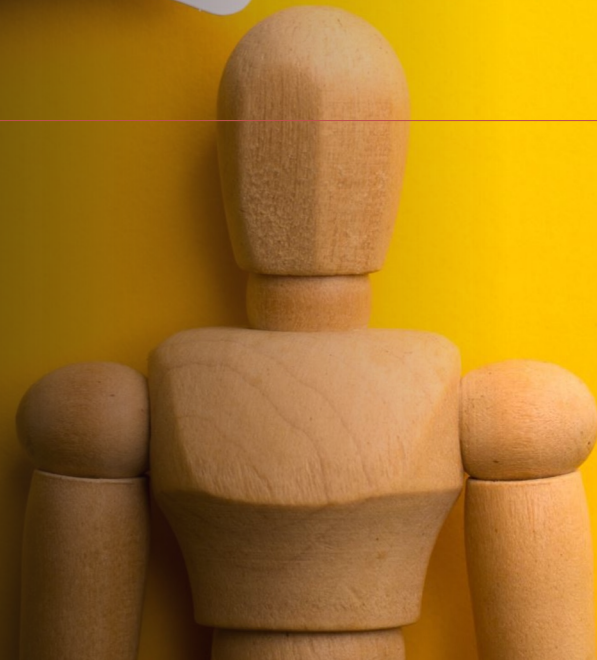
NEW CHAPTER



Transformation of Values



FINAL IMPRESSION?



LIFE & CAREER INGREDIENTS

- Knowing Self
- Vulnerability
- Purpose
- Curiosity
- Drive
- **Empathy**

VALUES THAT SHAPED ME





Q: Number 1 reason teams fail?

Q:When have you won trust – how did it feel?

Q:When you have lost trust - how did that feel?

Pain + Reflection = Progress*

- **Be Radically Open Minded**
- **Understand That People Are Wired Very Differently**

**Ray Dalio – Founder of the world's largest hedge fund, Bridgewater Associates, author, and philanthropist*



Let's Press Pause...

WHAT'S YOUR STORY?



QUESTION:

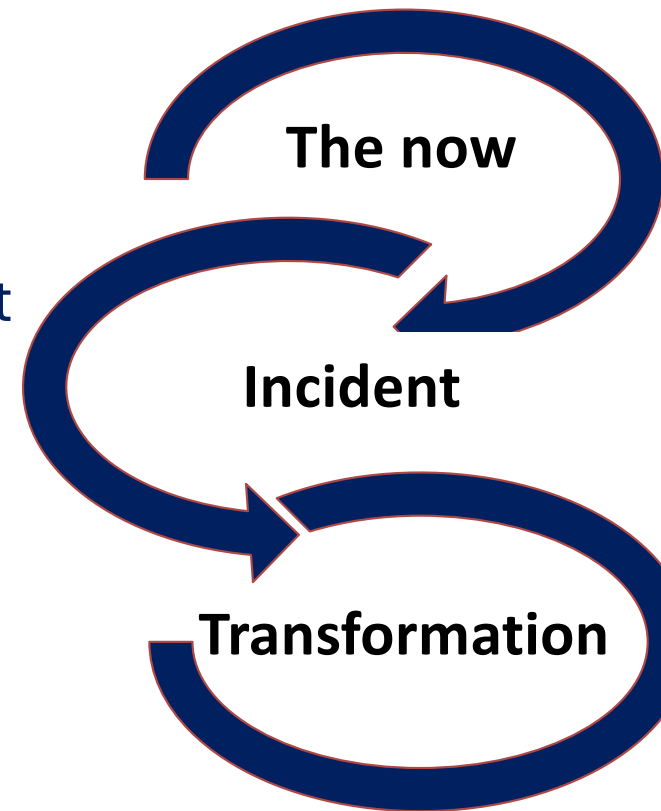
Is there a key moment that
has shaped your value?

THE FLOW

1. **Pause – 5 Mins each**

2. **Your Key Moment** - it's not the key moment that makes a story great; it's how the **moment transformed** your life that gives a story impact

3. **Life lessons** - what did you learn and what can you share to educate others



The background of the image is a landscape photograph. The sky is filled with heavy, dark clouds, but a bright light source, likely the sun, is breaking through near the horizon, creating a warm, orange and yellow glow. Below the sky, there are several layers of rolling hills or mountains. The hills in the foreground are dark and silhouetted, while the ones in the distance are lighter, showing a gradient of blue and green. The overall mood is contemplative and serene.

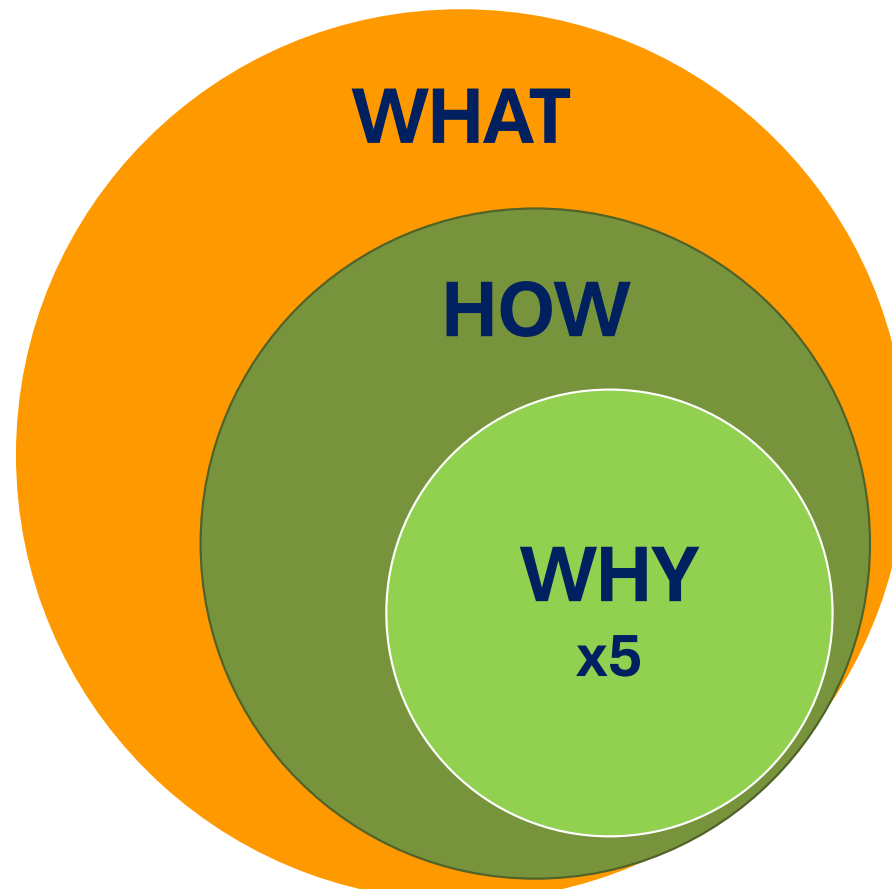
The two most important days in
your life are the day you are born
and the day you find out why.

Mark Twain



What's your why?

WHAT IS YOUR WHY?"



*Simon Sinek Golden Circle

What is your legacy?



QUESTION 1

Who did you admire?

What 3 words describe them?



QUESTION 2

**What 3 words would your colleagues use
to describe you?**



QUESTION 3

**What 3 words would your family & friends use
to describe you?**



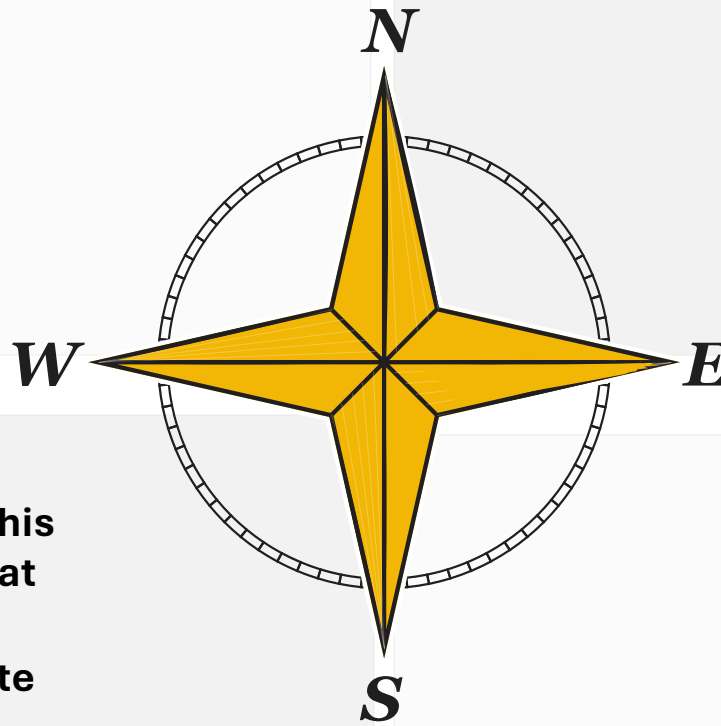
QUESTION 4

**What 3 words would
YOU like to be described by?**

ETHICAL COMPASS FRAMEWORK (C A L L)

C- CORE BELIEFS

Your NORTH STAR
the core values you
refuse to compromise
and will consistently
defend



A- ALIGNMENT TEST

In what ways do your
personal values align with
or differ from the values
of the Company?

L- LEGACY QUESTION

If you were to depart from this
organisation tomorrow, what
ethical legacy would you
hope others would associate
with you?

L- LENS FOR IMPACT

In what ways do your
choices impact colleagues,
customers, the wider
community, and future
generations?

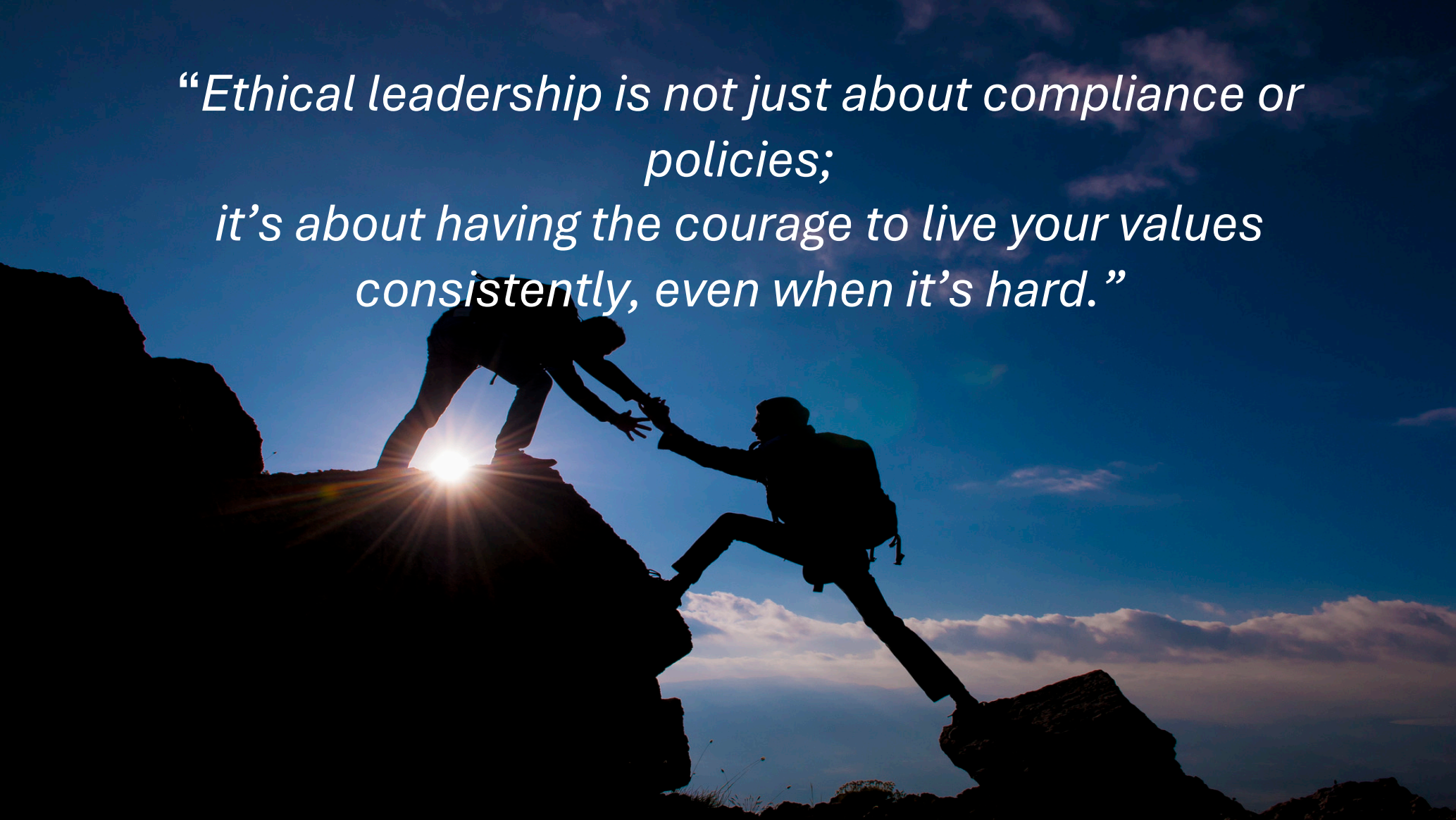
What increases the value for you?



QUESTION 5

**What values now define these 3 words for you?
How do they balance with your company values?**

*“Ethical leadership is not just about compliance or policies;
it’s about having the courage to live your values consistently, even when it’s hard.”*





INTENTIONAL ACTIONS & REFLECTIONS

“Which three people across your company will you commit to speaking with about insights from today that sparked your curiosity?”



INTENTIONAL COMMITMENT

COMMITMENT 1

TIMELINE

BUDDY

COMMITMENT 2

TIMELINE

BUDDY

COMMITMENT 3

TIMELINE

BUDDY

FINAL SUMMARY



Consistent ~ *Hold your values close and live them each day*



Keep it simple ~ *Create a culture of trust to **empower speaking up***



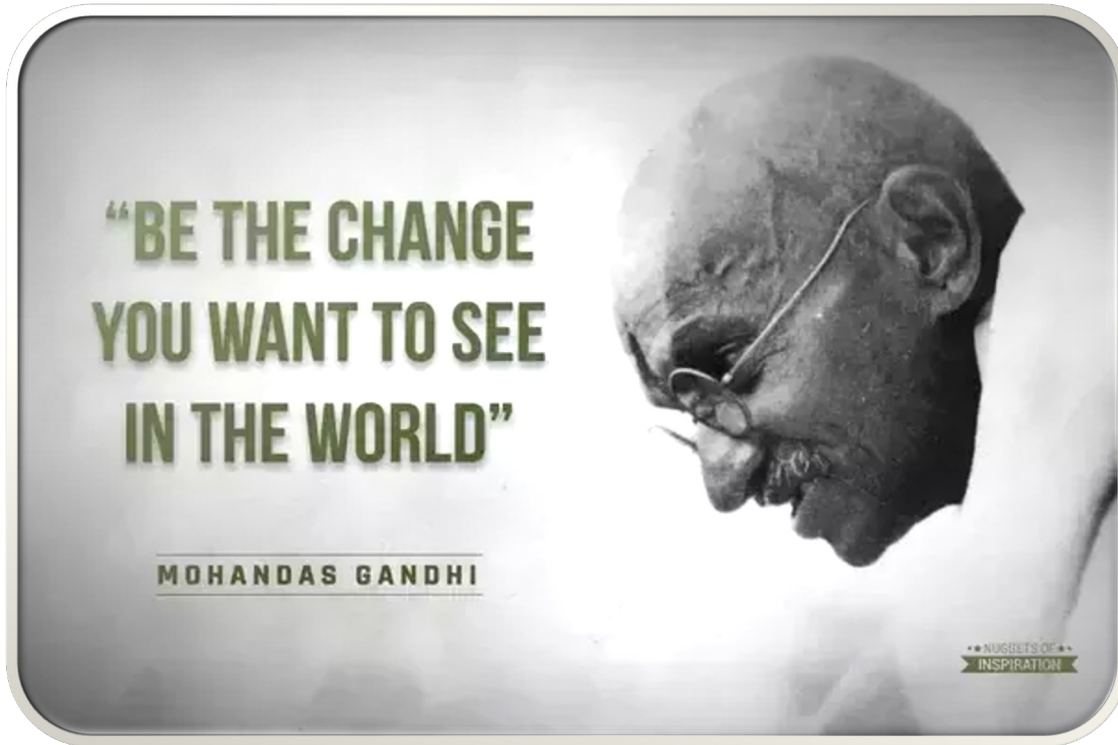
Pay forward ~ *Become a beacon of **Trust**, in service of others*



Small steps ~ *Create the **ripple effect**, we are ALL on a journey...just at different stages*



Champion ~ *Mentor, Coach, be an **Ally** ~ Universe is watching & listening*



The Institute of
Internal Auditors

*Thank you & Good Luck
in your **Why, Purpose**
and living your **values...**
Kamel x*

