

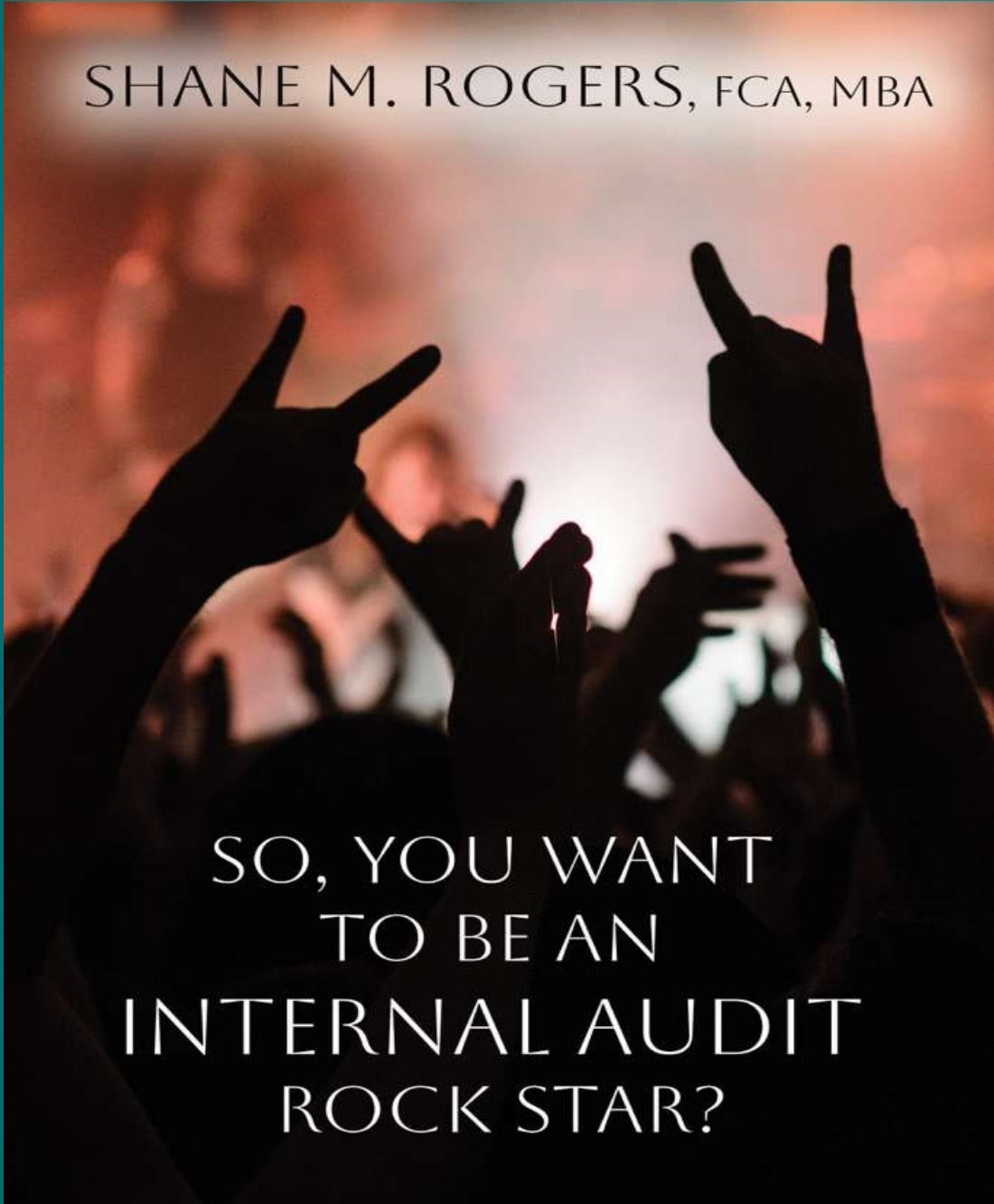
Internal Audit Rock Star

Presentation to CAW
Network USA

May 19th, 2026

LEADERSHIP COMPETENCIES TO HELP YOU THRIVE!

SHANE M. ROGERS, FCA, MBA



SO, YOU WANT
TO BE AN
INTERNAL AUDIT
ROCK STAR?

Learning Objectives

1. The art of mastering Assurance Leadership Competencies
 - Positioning Internal Audit to be catalysts for positive organizational change
 - Differentiating between the WHAT and the HOW of assurance delivery
 - Transitioning the adoption of AI in internal audit
 - Reflecting on key skills and competencies supporting coaching in Internal Audit
 - Leveraging the informal audit cycle to support Internal Audit as trusted advisors

Poll 1:

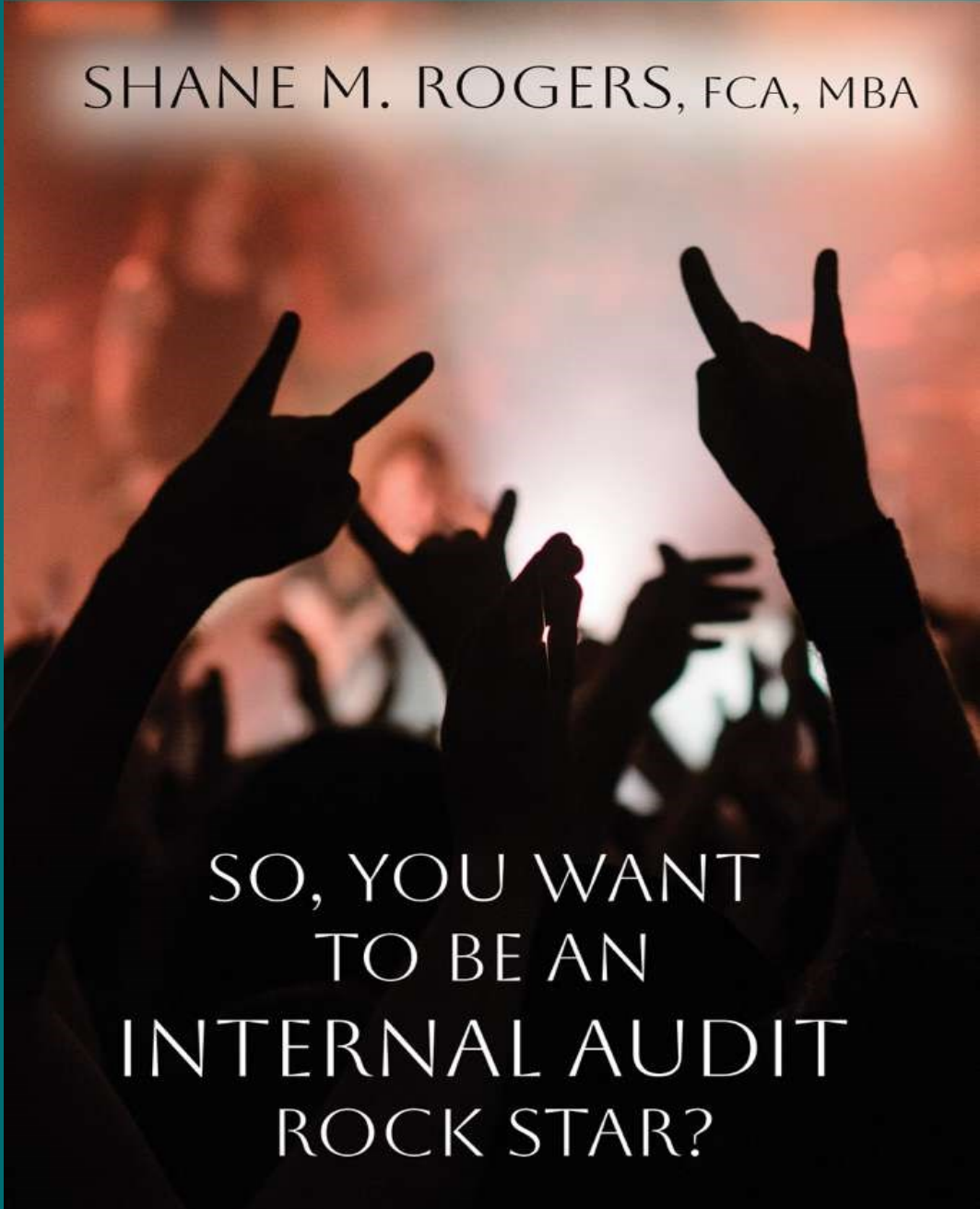
Can Internal Auditors learn anything valuable from a bunch of aged, or dead Rock Stars?

- Yes
- No
- Curious / never really thought about it

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Why Write this Book and What Motivated You?

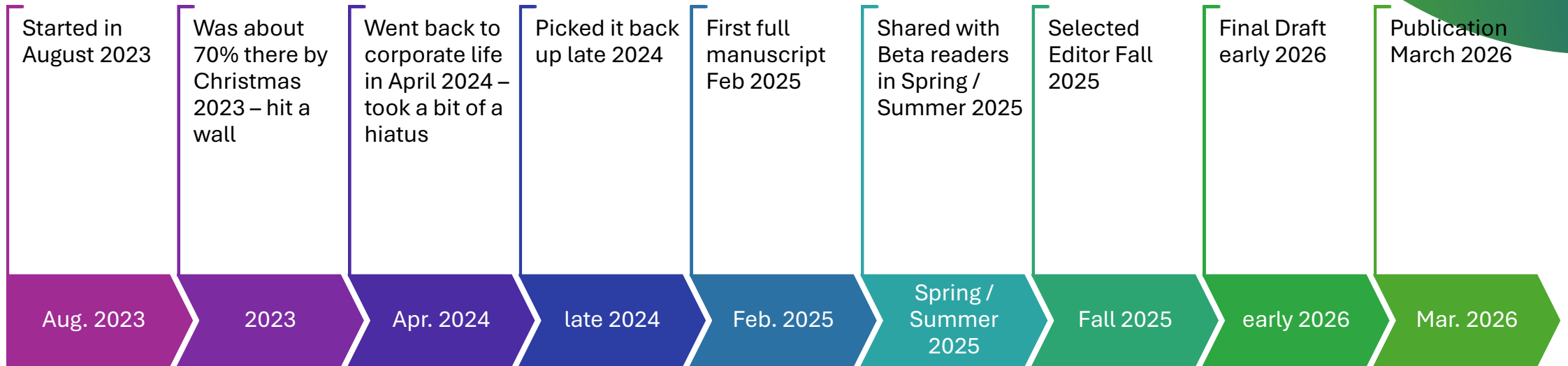


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Motivation to Write this Book

- ❑ Pen an inspiring leadership book for internal auditors
 - focused on behavioral competencies and supported by many rock star analogies and personal experiences / anecdotes, to make it fun
- ❑ Builds upon my first CAW Network USA webinar back in 2022 – ***“The Future of Internal Audit – Where Do We Go From Here?”***
- ❑ Impart my take on ***how*** to be an effective internal audit leader
- ❑ Share perspective from my 25+ years on Wall Street / global financial services
- ❑ Presenting at CAW Network USA webinars and big IIA Conferences helped me find my voice
- ❑ Outline key areas for Internal Audit coaching and development
- ❑ Combine two realms I could relate to – Internal Audit and Rock Music

One Percenter Timeline – Following Through



- ❖ 70% completed in first 5 months
- ❖ 2024 was largely dead time
- ❖ 100% drafted by February 2025
- ❖ Beta reading, edits, prep for publication 6 – 9 months
- ❖ **1% of people who start to write a book, publish it!**

What are the Book's Core Messages?

- ❑ Human competencies will never go out of style and make us valuable
- ❑ Internal Audit's mandate is simply to help the organization/business thrive
- ❑ AI will fuel Internal Audit capabilities (as with all corporate functions)
 - ❑ AI tools and capabilities will be a black box all IA teams have – how we use it and deliver our assurance message around it will be through human competencies
- ❑ Internal Audit is transforming fast:
 - ❑ Forward-looking Insights and perspective becoming core activity
 - ❑ Speed and breadth of assurance delivery cycle will accelerate / shorten dramatically
 - ❑ Internal Audit teams must invest in AI capabilities, adapt continuously and leverage human skills / competencies to add value
 - ❑ Increasing IA playing key enterprise role in AI adoption and governance

Book Writing Journey & Reflections

- Some days I wrote 4,000 words
- Others I struggled to write 300 – 400 words; many days I wrote nothing
- My writing was unstructured / never planned– wrote when I felt inspiration
- Watched many musician interviews / videos on YouTube
- Could relate music to internal audit
- Book is clearly written in my voice and reflects my experiences, stories and anecdotes – NO AI content in the book

Journey is
often more
valuable
than the
destination

Key Personal Learnings

- Research – i.e., podcast and YouTube videos were refreshing
- Surprised how well Audit and Rock Star analogies gelled together
- Choose Informality over formality to build trust
- Driven with dogged determination to succeed
- Friends and peers were a great source of creative energy
- Learnt a lot about my personal resilience ~ 1% of people who start a book, complete it!
- The journey was as or more valuable to me, than the destination

Many
opportunities for
Chartered
Accountants /
Internal Auditors to
be creative!

Poll 2:

What impact will artificial intelligence (AI) have on functions like Internal Audit?

- Positive – more assurance/less time
- Negative – more assurance/less auditors
- Mixed bag of positives & negatives

Ten Quotes From My Book

Perfection has a price and most of us can't afford it!

Have Fun – Don't take yourself too seriously!

Treat people well on your way up – one day you will come down!

Change is the only constant

Auditors Disease!

Skills make you useful, but competencies make you valuable

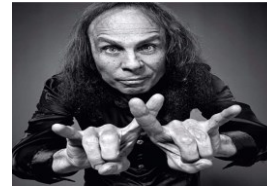
Neanderthals went extinct for a reason – they could not adapt to their environment

Ignore the human element at your own risk!

Internal Auditors can be the conscience of the organization

Good Things can come in small packages

The Cast of Internal Audit Rockstars!



Musical Inspiration

- Foghat
- Spinal Tap
- Motorhead/Lemmy
- Albert Collins
- Queen
- Bob Geldof
- David Bowie
- Steve Marriott
- Ronnie James Dio
- The Scorpions
- Ramones
- Lynyrd Skynyrd / Ronnie Van Zant
- Johnny Winter
- Muddy Waters
- Jimi Hendrix
- Rory Gallagher
- The Sex Pistols
- Kiss
- A Flock of Seagulls
- Gary Numan / Tubeway Army

Internal Audit / Rock Star – Analogies

1. **Resilience** (Foghat)
2. **Honesty** (Lemmy Kilmister)
3. **Agility and Continuous Learning** (Ronnie Van Zant and Lynyrd Skynyrd)
4. **Integrity and Finding our True Voice** (Rory Gallagher)
5. **Courage to speak up** (John Lydon) and **Empathy** (John Lydon / The Sex Pistols)
6. **Creativity and Vision** (David Bowie)
7. **Connecting with our audience** (Albert Collins, Freddie Mercury)

8. **Humbleness** (Jimi Hendrix)
9. **Leadership and being candid** (Bob Geldof)
10. **Marketing Prowess** (KISS)
11. **Spontaneity** (A Flock of Seagulls)
12. **Listening to and Actioning Feedback** (Phil Taylor / Motörhead)
13. **Being Yourself** (Ronnie James Dio)
14. **Curiosity, Adaptability and Innovation** (Gary Numan / Tubeway Army)

Value Beyond the Sum of the Parts - Spinal Tap....Our Amplifiers Go to Eleven!

Four Defining Behavioral Competencies for Internal Auditors — Through Rock Legends

Resilience in the Face of Pushback

Rock Stars: *Foghat*

Foghat's story is one of persistence against adversity: shut out of their home UK market, they regrouped, relocated, and ultimately became one of the biggest touring acts in the United States. The book uses this arc as a powerful analogy for Internal Auditors who often feel like outsiders challenging the status quo.

Behavioral lesson: Great Internal Auditors stay calm under pressure, absorb management resistance without becoming defensive, and keep showing up with solutions. Resilience allows auditors to handle tough conversations, maintain credibility, and continue adding value even when their message is unwelcome.

Radical Honesty and Candor

Rock Star: *Lemmy Kilmister (Motörhead)*

Lemmy's defining trait was brutal honesty, he said what he thought, owned his flaws, and never dressed things up for approval. The book repeatedly cites Lemmy as the embodiment of "open, honest, and candid," a phrase intentionally echoed as a call to action for Internal Auditors.

Behavioral lesson: Internal Auditors must tell the truth clearly and directly, even when it is uncomfortable or unpopular. Credibility is built not through diplomacy alone, but through consistency, integrity, and a reputation for calling risks as they are, without theatrics or fear.

Four Defining Behavioral Competencies for Internal Auditors – Through Rock Legends

Agility, Experimentation, and Continuous Improvement

Rock Star: *Ronnie Van Zant (Lynyrd Skynyrd)*

Ronnie Van Zant led Lynyrd Skynyrd through relentless practice, experimentation, and feedback loops, constantly refining songs until they felt right. The book likens this to agile thinking long before “agile” was a buzzword.

Behavioral lesson: High-impact Internal Auditors embrace trial and error, learn quickly, and continuously refine their approach. They are comfortable starting imperfectly, adjusting fast, and improving incrementally. This mindset underpins agile auditing, innovation in audit products, and relevance in fast-moving risk environments.

Integrity, Humility, and Finding Your Own Voice

Rock Star: *Rory Gallagher*

Rory Gallagher is portrayed as “the greatest guitarist you never heard of”, a musician’s musician who rejected fame-chasing in favor of authenticity, mastery, and integrity. He chose substance over spotlight.

Behavioral lesson: Internal Auditors must find their own authentic voice, one grounded in objectivity, sound judgment, and professional courage. Impact is not about visibility or volume; it is about trust. Auditors who speak with integrity, humility, and clarity earn long-term influence, even if they are not always the loudest voice in the room.

Poll 3:

Skills make Internal Auditors useful but competencies make us valuable. Agree or Disagree?

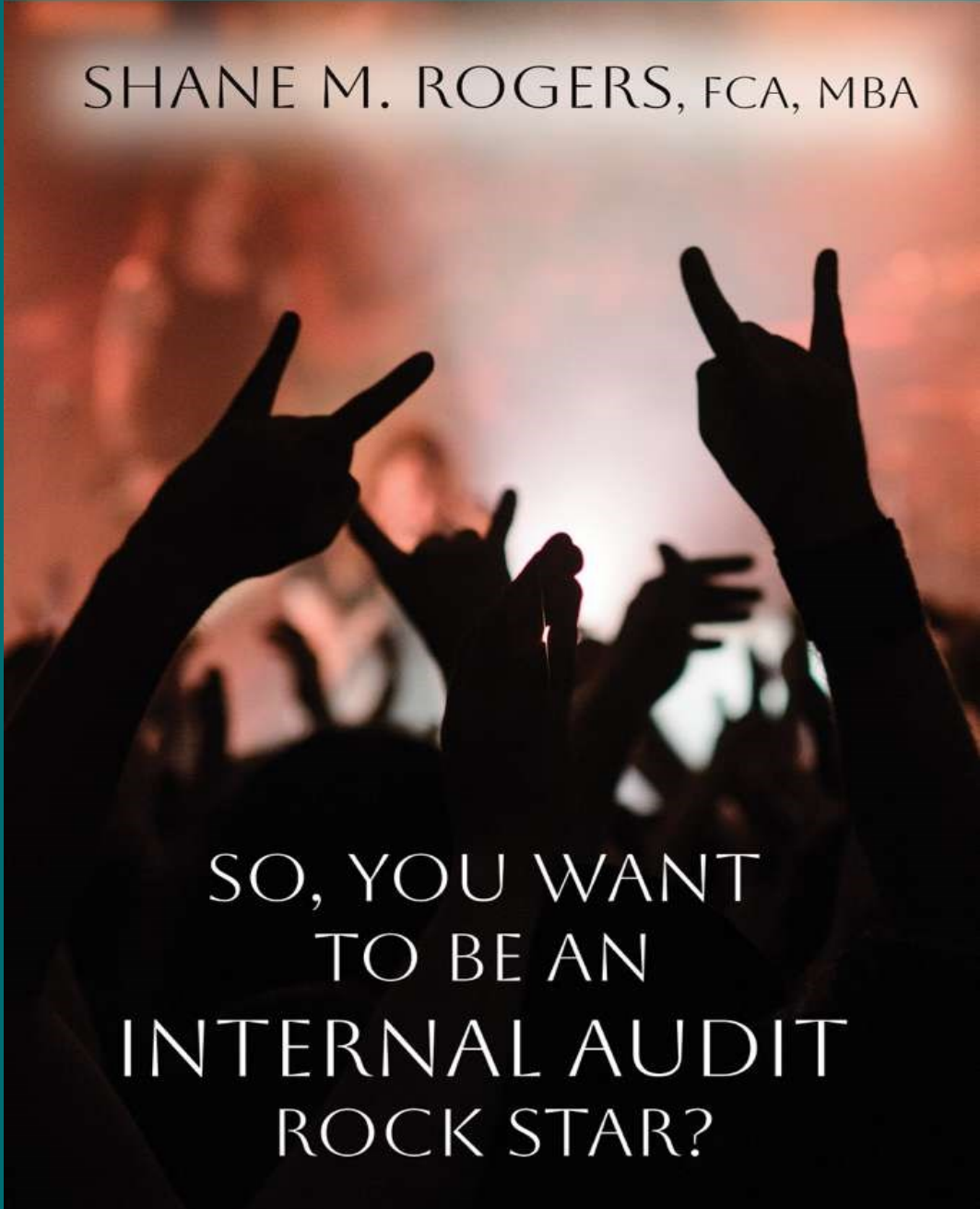
- Agree
- Disagree
- Don't know

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Skills make you useful

but

**Competencies make you
valuable**

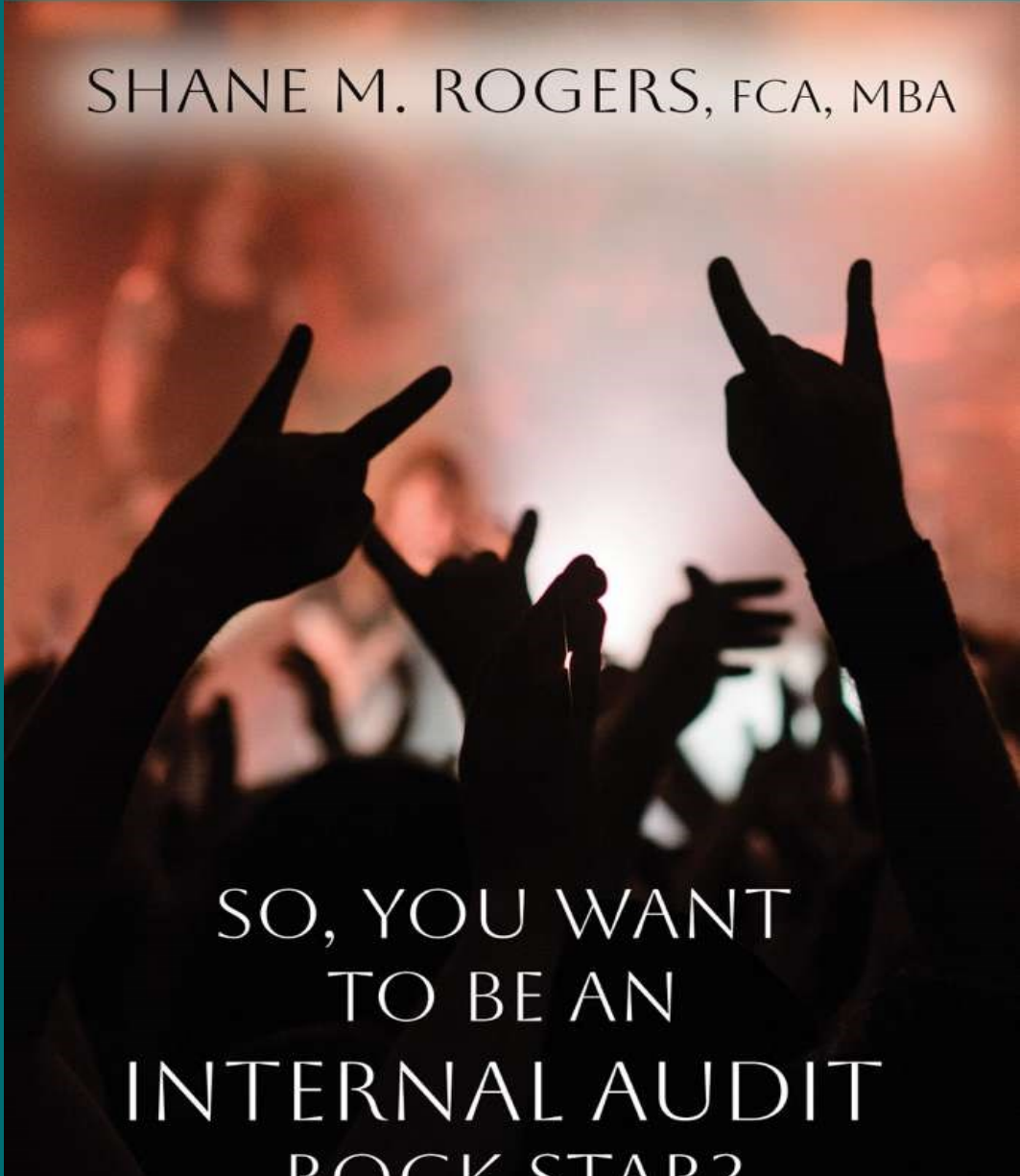


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Coaching Internal Auditors

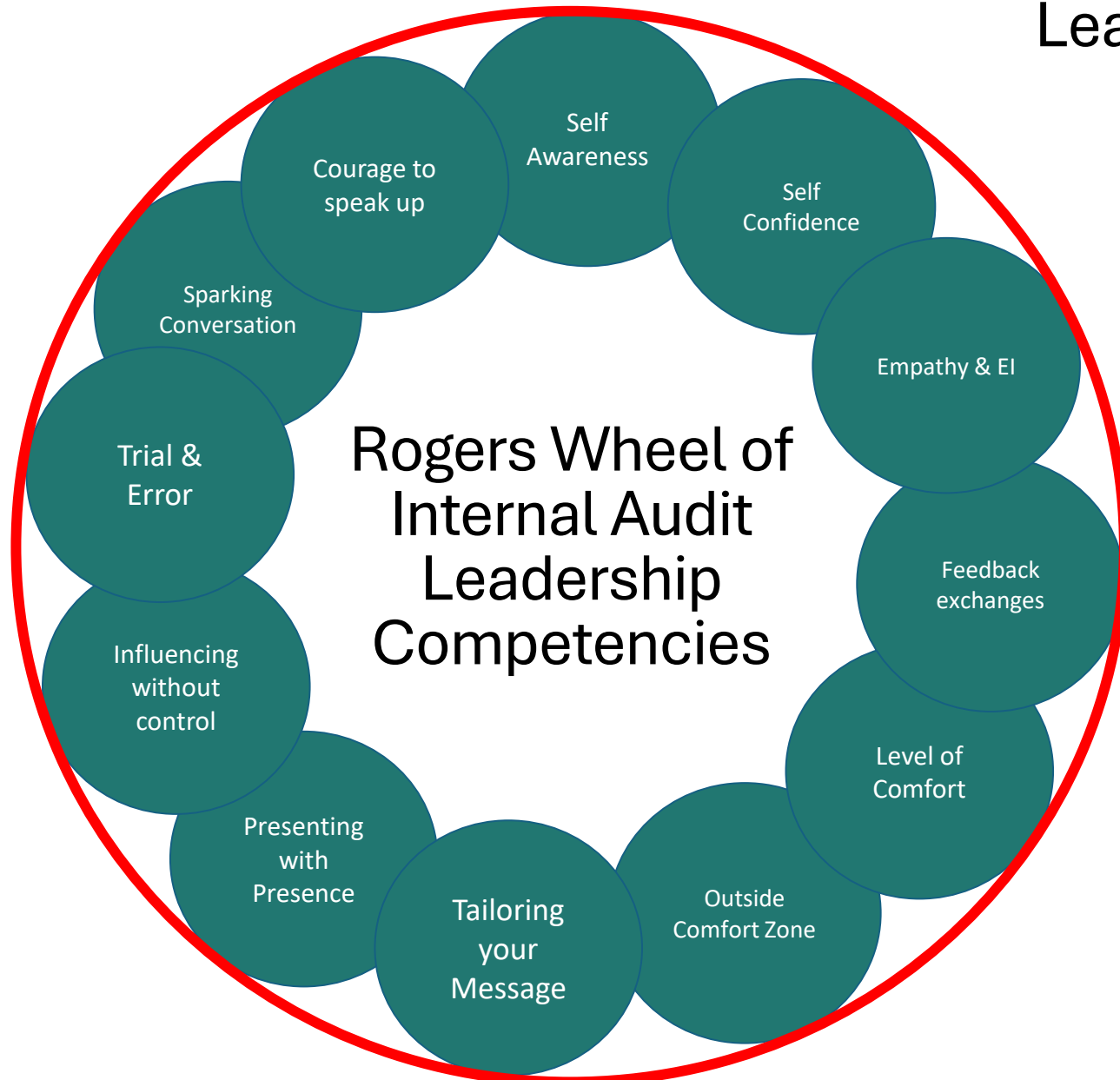
- ❑ Everyone needs a coach to improve
 - ❖ Sports stars, actors, even internal auditors!
- ❑ Supports continuous reflection and growth
- ❑ The journey is often as or more valuable as the destination
- ❑ Sadly it is an aspect of internal audit roles that is often over-looked
- ❑ Competencies will get you everywhere

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Rogers Wheel of Internal Audit Leadership Competencies™



- Behavioral construct for Internal Auditors
- Components of the informal audit cycle
- Built trust with management
- Position Internal Auditors as catalysts for positive organizational change

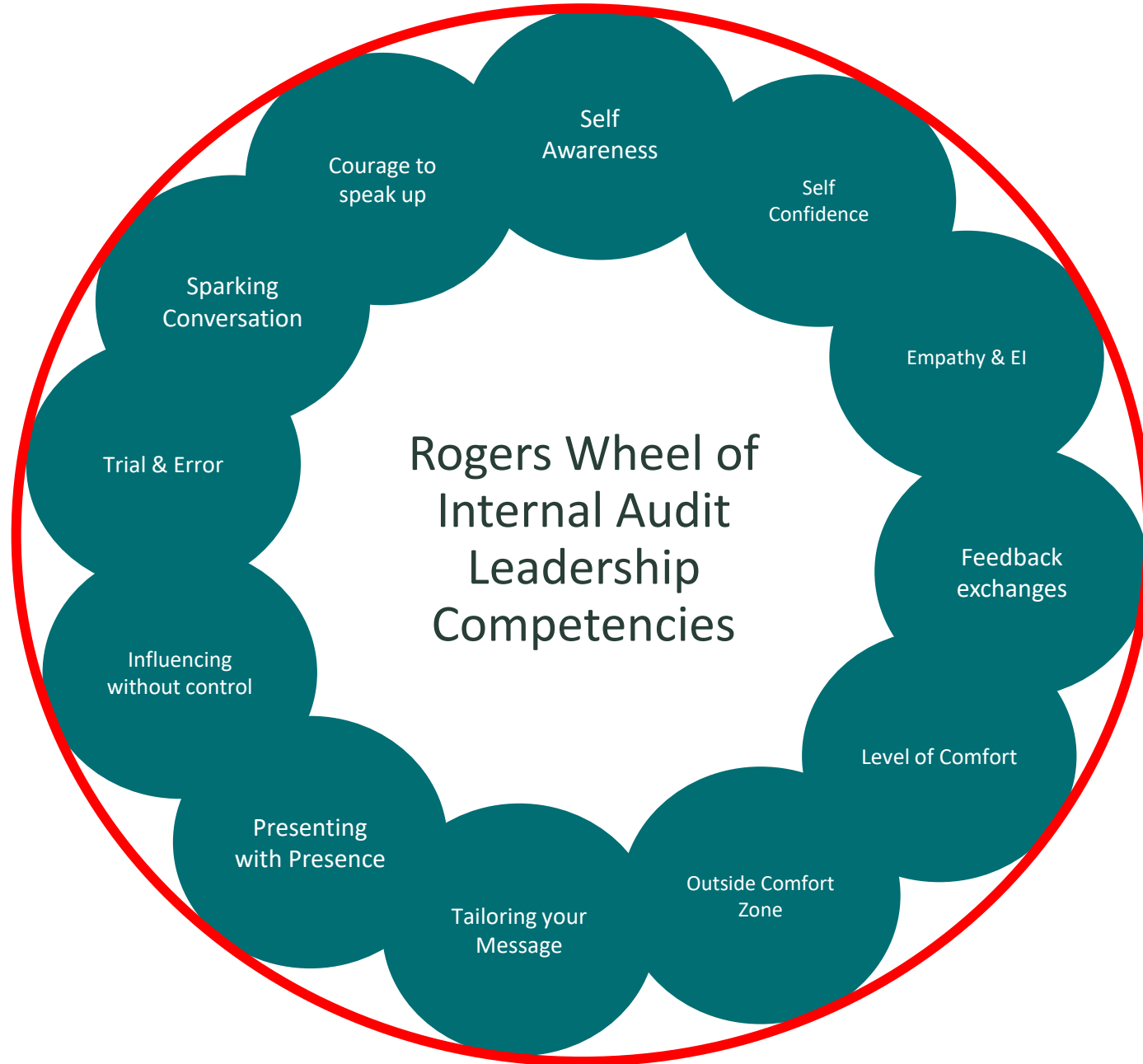
Assurance Leadership Competencies



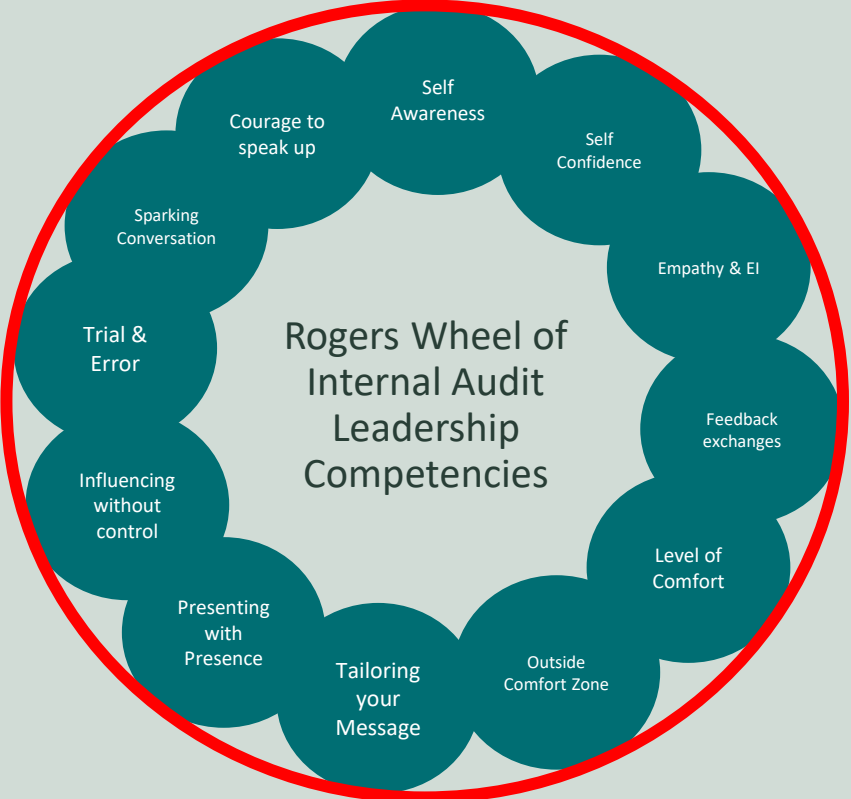
**Formal skills-based
assurance**

supported by:

**Informal –
behavioral &
character-based
competencies**



Assurance Leadership Competencies



FORMAL – Technical skills based

- provide assurance
- identify issues
- ratings, reporting, opinions, & stewardship

Supported by:

INFORMAL – Behavioral & Character-based Competencies

- build trust
- develop relationships
- exert influence without control
- sparking conversations
- Feedback exchanges
- compelling insights
- prompt shared call(s)to action

Impactful examples of non-traditional Internal Audit approaches

1 – CEO Conversation on Controls required for Growth

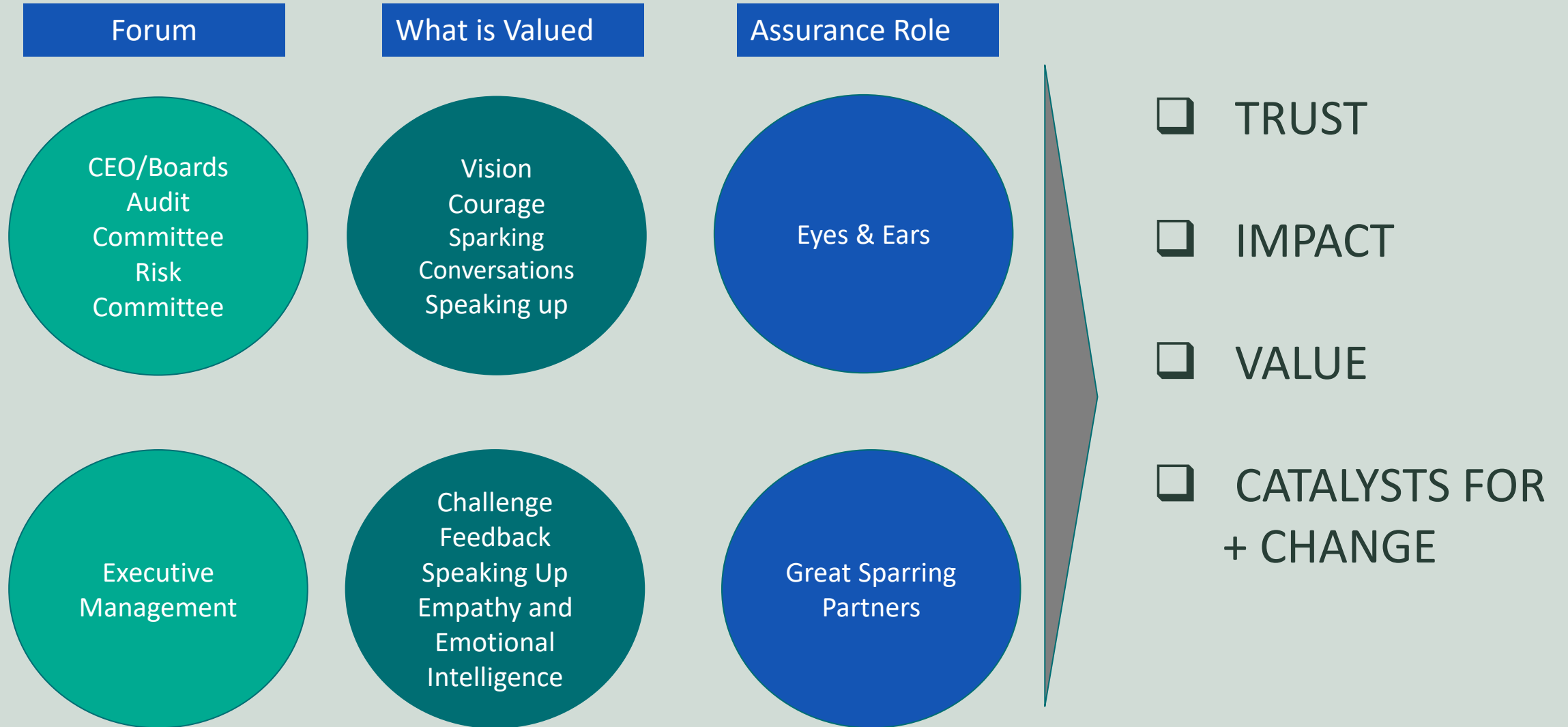
2 – End User Application (EUA) Policy Call to Action to all MDs

3 – Management Challenge Sessions (Cube sessions in London)

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Assurance Leadership Competencies



Poll 4:

The informal audit cycle is as, or more valuable than the formal audit cycle?

- Agree
- Disagree
- Don't know

Imitate or Innovate? – Life Lessons from Gary Numan

The story of **Gary Numan & Tubeway Army** illustrates how transformative progress often comes from recognizing and embracing an unexpected capability at the right moment.

What began as a planned punk album shifted dramatically when Numan encountered the Mini Moog synthesizer, an emerging technology in the 1970s that enabled a new sound, a new direction, and ultimately a new genre of music.

Learning Analogies For Internal Audit Teams

- ❑ **Internal Audit must evolve** from primarily retrospective assurance toward more forward-looking, technology-enabled insight, while still leveraging its uniquely human strengths.
- ❑ **Be open to unplanned innovation:** Breakthrough value can come from tools or methods initially outside your core plan: remain curious and willing to pivot when new technologies such as AI to deliver better assurance.
- ❑ **Redefine your “sound” without losing your purpose:** While technology changed the music, Numan’s distinctiveness endured. Internal Audit must adopt new tools while preserving judgment, credibility, and trusted communication.
- ❑ **Set the bar for a new genre of assurance:** Early adopters shape expectations. Internal Auditors who embrace forward-looking, tech-enabled assurance can help define the profession’s future relevance and value.

Key Forward-Looking Takeaways for Internal Auditors

- 1. Shift perspective from Backward-Looking Audits to Agile, Risk-Responsive Assurance & Insights**
- 2. Leverage Data Analytics and AI to Deliver Forward-Looking Assurance**
- 3. Redefine Internal Audit as a Trusted Sparring Partner, Not a Transactional Cop**
- 4. Balance Technology progression with investment in Human Leadership Competencies**

Internal Audit must **evolve from a periodic control checker into an agile, data-enabled, relationship-driven catalyst for organizational success.**

Q&A

Poll 5:

We are giving away 3 copies of Shane's book. If you would like us to enter you in the draw – answer Yes!

- Yes
- No

Appendix

Link - where to buy my book

So, You Want To Be An Internal Audit Rock Star?:
Leadership Competencies to Help You Thrive

<https://www.barnesandnoble.com/w/so-you-want-to-be-an-internal-audit-rock-star-shane-m-rogers/1149862829>

IIA Magazine, May 2026 Blogpost:

<https://internalauditor.theiia.org/en/voices/2026/may/the-human-judgment-in-internal-audit/>

Book Summary

This book is a practical, inspiring manifesto for the modern Internal Auditor navigating a world of accelerating risk, rising expectations, and rapid technological change. Drawing on decades of global Internal Audit leadership, Rogers reframes Internal Audit not as a compliance function, but as a **human-centered, value-driven catalyst for organizational success**.

At its core, the book argues that while data analytics and artificial intelligence are transforming *how* audits are performed, **human leadership behaviors determine impact**. Internal Auditors must evolve from transactional “checkers” into trusted sparring partners who communicate clearly, challenge constructively, and help organizations thrive. Leadership, Rogers insists, is an art, grounded in self-awareness, courage, empathy, and the ability to influence without formal authority.

A central theme is **agility**. Traditional annual audit plans and long, backward-looking audits are increasingly unfit for today’s fast-moving risk environment. Rogers advocates agile auditing - short planning horizons, sprints, sprint reviews, retrospectives, and quarterly plans, supported by **product agility**. Internal Audit teams must deploy the right type of audit, at the right depth, at the right time, focusing relentlessly on value rather than perfection.

The book also makes a compelling case for **relationship management as a core audit skill**. Sales, networking, informal dialogue, and feedback loops are essential skills for building trust with management, improving risk culture, and ensuring audit insights are acted upon. Internal Audit’s greatest impact often occurs outside the formal audit cycle, through conversations, insights, and timely challenge.

Looking forward, Rogers embraces **AI-augmented assurance**, urging Internal Auditors to leverage full-data audits, hypothesis-based testing, and AI tools to deliver faster, forward-looking insight. Yet the message is clear: technology amplifies value only when paired with strong judgment, integrity, and authentic voice.

Woven throughout the book are memorable rock-music analogies: Foghat, Lemmy, Rory Gallagher, and others, who experiences illustrate resilience, honesty, authenticity, and courage. The result is a refreshingly human, experience-driven guide that challenges Internal Auditors to raise their game, find their voice, and lead with confidence.

The 4 Most Important Forward-Looking Takeaways for Internal Auditors

1. Shift from Annual, Backward-Looking Audits to Agile, Risk-Responsive Assurance

The future of Internal Audit is **agile, fast, and value-driven**. Traditional annual audit plans and long, sample-based audits are increasingly misaligned with the speed at which risks emerge and crystallize. Internal Audit leaders must adopt agile principles—short planning horizons, sprints, sprint reviews, retrospectives, and quarterly audit plans—to remain relevant. Equally important is **product agility**: having multiple audit products (full-data audits, targeted reviews, rapid challenge sessions, health checks, advisory reviews) and deploying the *right product at the right time*. Agility is not about cutting corners; it is about focusing scarce resources on the risks that matter *now* and stopping work when value diminishes.

2. Leverage Data Analytics and AI to Deliver Forward-Looking Assurance

Internal Audit's future is **data-driven and AI-augmented**. Full-population testing, hypothesis-based analytics, and AI tools fundamentally change what "good assurance" looks like. AI can accelerate planning, testing, reporting, and quality assurance—freeing auditors to focus on judgment, insight, and influence. The book makes clear: there are no longer excuses for being backward-looking or slow. Teams that fail to invest in data and AI capabilities risk irrelevance. The winners will be those who use technology to provide **near-real-time, forward-looking risk insight**, not just post-mortem control assessments.

3. Redefine Internal Audit as a Trusted Sparring Partner, Not a Transactional Cop

The most impactful Internal Audit functions operate through **relationships, trust, and feedback loops**, not fear or formality. Internal Audit must invest heavily in informal relationship meetings, listening skills, and candid dialogue with management and boards. The goal is to be a **trusted sparring partner**—challenging constructively, offering solutions, and helping the business succeed. When management views audit feedback as a "gift" rather than a threat, risk culture improves and audit impact multiplies. This requires auditors to move beyond a narrow independence mindset and actively *sell* the value, timing, and relevance of their work.

4. Balance Technology with Human Leadership Competencies

While AI will transform *how* audits are performed, **human skills will differentiate great auditors from average ones**. The book emphasizes the enduring importance of integrity, courage, empathy, self-awareness, communication, and the ability to influence without authority. Future-ready auditors must be comfortable with ambiguity, willing to speak up, and skilled at tailoring messages to different audiences. Leadership is not about hierarchy—it is about coaching, empowering others, and creating leadership from every seat. The Internal Auditor of the future succeeds by combining **technological fluency with emotional intelligence and authentic leadership**.

Bottom Line

To thrive in the next decade, Internal Audit must **evolve from a periodic control checker into an agile, data-enabled, relationship-driven catalyst for organizational success**. Those who embrace agility, AI, strong relationships, and human leadership will not just survive—they will become true Internal Audit rock stars.