



The Institute of
Internal Auditors
Norge



Courageous Assurance after all, what's the worst that could happen to us?!

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[HTTP://JC-AUDIT.COM/](http://jc-audit.com/)

Session coverage



- Courage and the brave assurance provider
- Challenges that test our courage and what we can do about them
- A few tales, anecdotes and examples of courageous assurance

As well as having time for a few questions and...hopefully...wonderful, or at least acceptable, answers at the end...

What is courage?

“Courage is resistance to fear, mastery of fear – not absence of fear.”

Mark Twain

“I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear.”

Nelson Mandela

Principle 1: Demonstrate Integrity



Internal auditors demonstrate integrity in their work and behaviour.

Integrity is behaviour characterized by adherence to moral and ethical principles, including **demonstrating honesty** and the **courage to act based on relevant facts**, even when facing pressure to do otherwise, or when doing so might create potential adverse personal or organizational consequences. In simple terms, internal auditors are expected to tell the truth and do the right thing, even when it is uncomfortable or difficult.

Integrity is the foundation of the other principles of ethics and professionalism, including objectivity, competency, due professional care, and confidentiality. The integrity of internal auditors is essential to establishing trust and earning respect.

Standard 1.1: Honesty & Professional Courage

Requirements: Internal auditors must perform their work with honesty and professional courage.

Internal auditors must be truthful, accurate, clear, open, and respectful in all professional relationships and communications, even when expressing scepticism or offering an opposing viewpoint. Internal auditors must not make false, misleading, or deceptive statements, nor conceal or omit findings or other pertinent information from communications. Internal auditors must disclose all material facts known to them that, if not disclosed, could affect the organization's ability to make well-informed decisions.



Are you courageous?

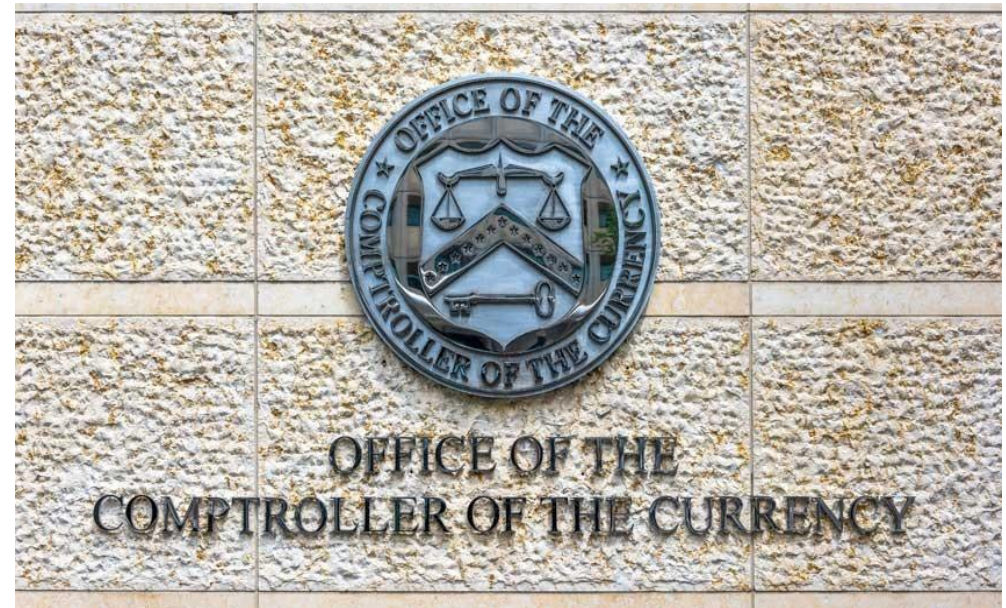
Are you courageous?

In the workplace, are you a courageous internal auditor, risk manager, compliance or counter-fraud professional?

Are you as virtuous, ethical and brave as you should be...
when you need to be?

Do we sometimes take the easier option...

Courageous...or not?



Courage, a short example

“In one instance the work of the department identified unusual patterns of behaviour in one of the Group’s Operating Companies, which was initially dismissed by the then Chief Executive.

We subsequently confirmed acts of bribery were occurring and raised these issues independently through the Audit Committee Chair, and the Chairman of the Board, and managed them to resolution.

This was a particularly challenging experience given the lack of support from the Chief Executive; however, it was essential that I acted with integrity to ensure the issue was addressed”.

When do we need to be courageous?



- Calling out poor behaviour or conduct
- Speaking truth to power and saying it as it is
- When dealing with an angry/upset audit client
- Presenting to key stakeholders and/or the Audit Committee
- In our Annual Report and overall opinion
- Resisting pressure to change findings, recommendations or assurance levels
- The scope, nature or objectives of the internal audit engagement
- Being the lone voice at a meeting or project board

Courage, another short example

Colin, the Chief
Information
Officer...



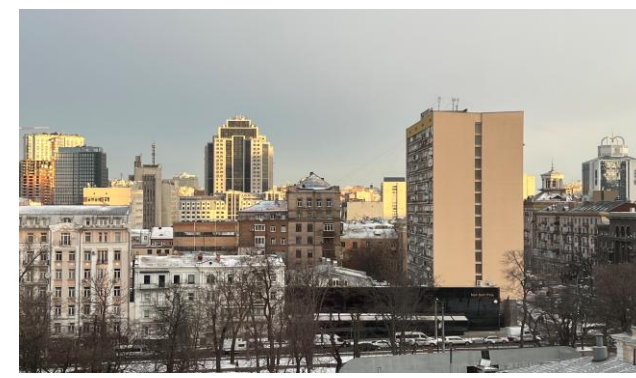
What can help us be more courageous?

- A clear, modern Internal Audit Charter
- The right reporting lines and status
- Unrestricted access to the Board (etc.)
- Unrestricted ability to undertake our work
- A positive reputation for professionalism
- Credibility as an individual and function
- Not seeking to be best friends with everyone
- A thorough, risk-based methodology
- Appropriate focus on evidence
- Top cover, there ... if we ever need it



And of course, winning EuroMillions would certainly help too!

Courage, another short example



- Director of Internal Audit
- From Siberia but Ukrainian
- c185 staff, most military
- Tireless internal audit leader & fighter against corruption
- Speaking the truth
- Fired for doing her job too well
- Fighting the decision
- Staying put to help her country

Courage, another short example

The scene of the Chief Auditor's death. He 'fell' from the narrow half-door at the top; the milk crates on the ground mark where the body landed.

Source: Liberian Observer

Nyeswua's death is troubling enough, but he was the fourth government auditor to turn up dead in Liberia in two weeks...







Courageous Assurance

Most of us here today face far less personal danger in our roles than many members of our wonderful professions in other countries, and far less personal danger than many others in different roles, careers or circumstances.

Maybe having a difficult conversation with a team member, a challenging meeting with a senior manager or sticking to our guns on the overall opinion in an annual report - even if it means a grumpy Chief Executive (et al) - really doesn't require us to have that much courage in the scheme of things...

And maybe it may not be that hard to be courageous in our role and in our pretty comfortable world, after all.