



He is an ideal candidate!
Should we hire him;

21.05.2025

Dear Sir/Madam,

I am writing to express my interest in a senior leadership position at your esteemed company.

With over five decades of experience in business, I have successfully led and expanded large organizations, driven strategic growth, and navigated complex financial landscapes.

As the Chairman and CEO of the [REDACTED] Organization, I managed a diverse portfolio of real estate, hospitality, and entertainment ventures, consistently delivering high-value results and ensuring long-term profitability.

Throughout my career, I have overseen multimillion-dollar developments, negotiated high-stakes deals, and expanded into international markets.

My leadership style is results-driven, with a strong focus on operational efficiency, business development, and market positioning.

I am confident that my extensive experience in corporate management and business strategy will allow me to contribute significantly to the continued success and growth of your company.

Best Regards,

English

French

Spanish

German

Dutch

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AI

Human

AI-generated ⓘ

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Human-written ⓘ

☐ 0%

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Influencing the Board & enhancing Board engagement

by

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Head of Internal Audit of
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Evolving Role of Internal Audit

Evolving Role of Internal Audit

Global Internal Audit Standards

Purpose:

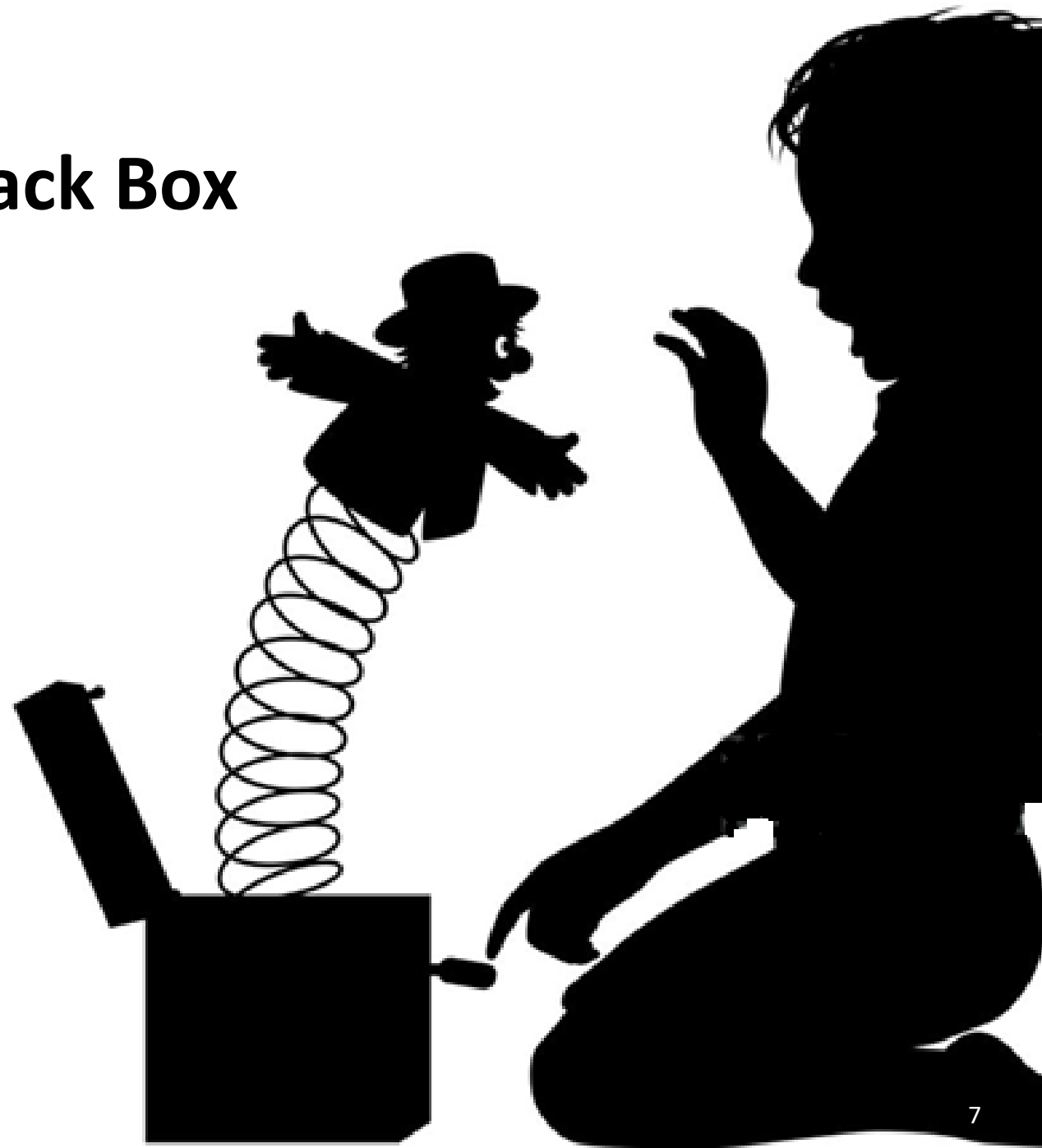
Internal Audit strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective **assurance**, **advice**, **insight**, and **foresight**.

Source: <https://www.theiia.org/>

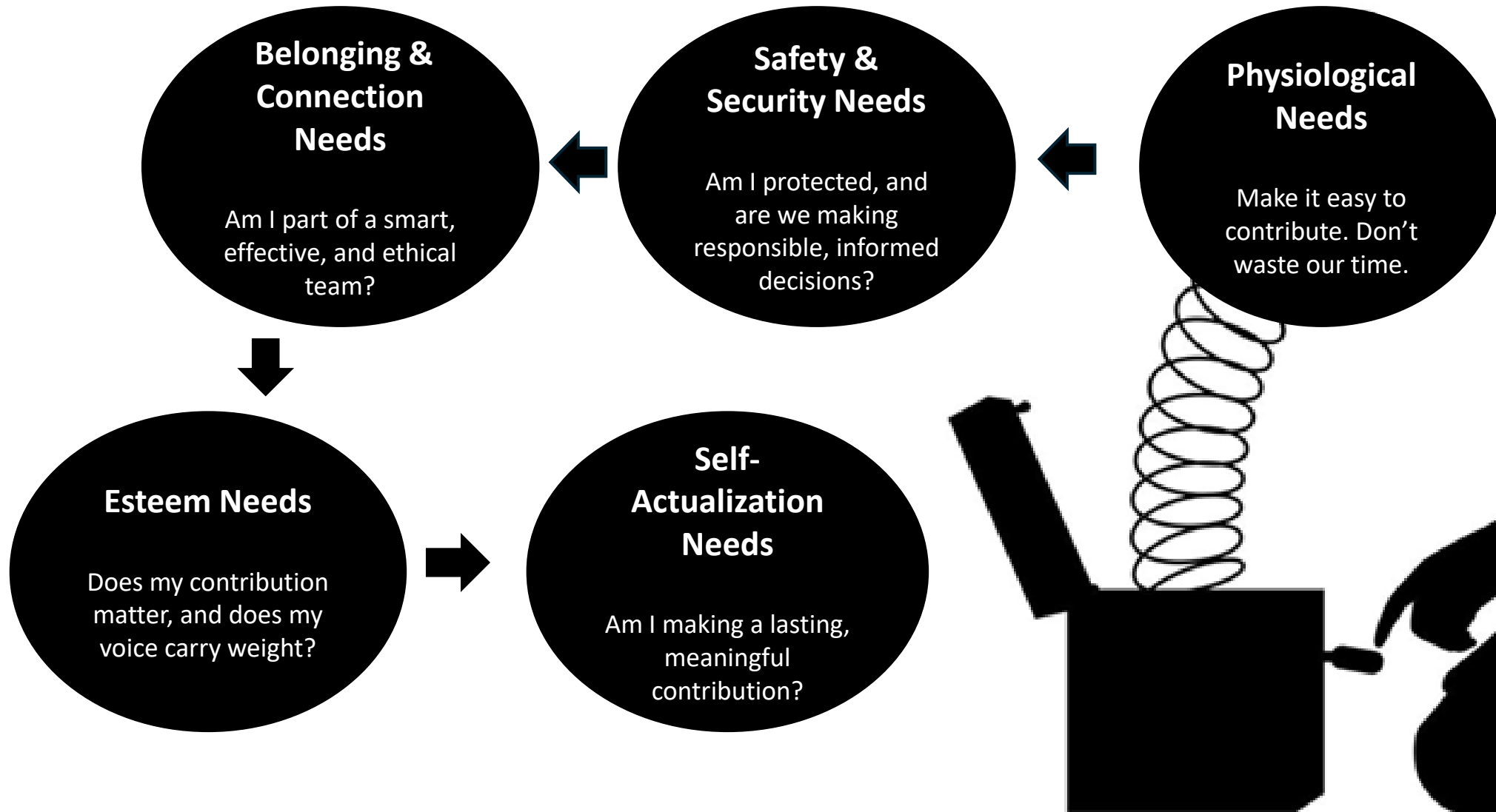
Board of Directors – The Black Box

A board of directors is the governing body that supervises the activities of an organization.

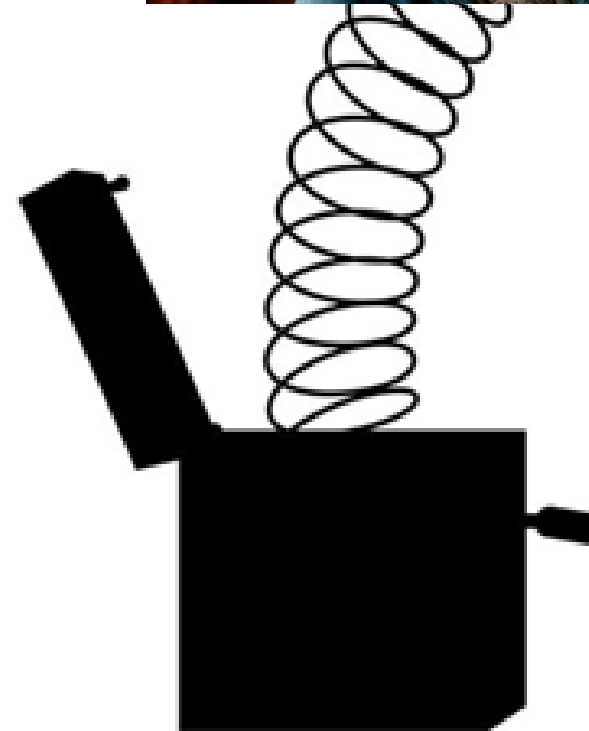
Its members should act on a fully informed basis, in good faith, with due diligence and care, and in the best interest of the organization, its owners, and other stakeholders.



Board of Directors – The Black Box



Board of Directors – The Black Box



Board Engagement – Tips & Tricks

Members of the Board need access to timely & accurate data & reports.

Work with senior management and other assurance providers to understand each other's reporting to the Board, so as to help enable timely, clear, and transparent reporting that is not redundant or conflicting.

Build Trust & Credibility:

- ✓ ensure freedom from conditions that impair your ability to perform your services in an unbiased manner (**Independence**)
- ✓ maintain **Objectivity** when performing audit services
- ✓ demonstrate **Competency** through applying knowledge, skills, and abilities to fulfill your role successfully
- ✓ work with **Honesty & Professional Courage**



Board Engagement – Tips & Tricks

Members of the Board need protection from risk, confidence to govern, and be ensured they can function within a predictable, well-managed environment.

Assurance - how much risk is the organization warehousing.

When communicating **overall conclusions**, consider

- ✓ how a conclusion relates to the strategies, objectives, and risks of the organization;
- ✓ whether the conclusion solves a problem, adds value, or provides the Board with confidence on a topic.

Findings and conclusions of multiple engagements, when viewed holistically, may reveal **themes** related to the organization's governance, risk management, and control processes.

Advisory services - proactively evaluate new/changes to systems, activities and policies (design and implementation phases), to anticipate and timely respond to risks.



Board Engagement – Tips & Tricks

The Board needs strong relationships, shared purpose, and a culture of collaboration to be effective.

- ✓ **Emotional Intelligence** - foster a collaborative relationship, understanding, using and managing your own emotions in positive ways.
- ✓ **Active Listening** - not only hear what the Board is saying, but also attune to its thoughts, priorities, and concerns.
- ✓ **Adaptability & Flexibility** - keep an open mind, be ready to respond with positive attitude, be willing to learn new ways of doing things, and actively seek out new approaches to achieve objectives.



Board Engagement – Tips & Tricks

Members of the Board need feedback to know where they stand and how they are performing.

- ✓ In addition to static, post-mortem reports to the Board on what has happened in months or years ago, provide **real-time insights** to the Board related to governance , risk management, and controls.
- ✓ During your services, combine technical skills with **business acumen**, taking into consideration how your organization operates, creates value, and gains competitive advantage.
- ✓ Dive deeper into the **tone at the top**, the **decision-making** processes, and **ethics**.
- ✓ **Benchmark** against peer organizations or industry standards and frameworks (e.g. COSO, ISO, NIST).



Board Engagement – Tips & Tricks

Members of the Board need to stay ahead of trends, constantly evolving how they govern, and continuously learn.

Foresight - Scan the environment for emerging risks and opportunities, assess data, design scenarios to prepare the Board for alternative potential futures, so that the Board can prepare the strategies necessary to navigate them.

- ✓ Assurance services
- ✓ Risk identification
- ✓ Advisory services



Conclusion

Listen actively to the Board Members, to understand their needs, and **be flexible** to meet those needs.

Build the Board's **trust** to your services (Independence, Objectivity, Competency, Honesty & Professional Courage).

Move away from the police officer role, to becoming a **trusted advisor** and **strategic partner** of the Board, through:

- ☐ proactive advisory services;
- ☐ real-time insight; and
- ☐ timely foresight.

Global Internal Audit Standards™

Thank you
for
your attention!