

What makes audit partners, managers, and their teams successful?

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Propositions Accompanying the Dissertation

What Makes Audit Partners, Managers and Their Teams Successful?

By Lena Pieper

1. Audits are conducted by *people* - if we want to improve the quality of audits, we need to understand the 'human side' of auditing, and not just improve the processes or regulation. (This dissertation)
2. Even though auditing is considered a highly specialized profession, variation in auditors' personalities exist and this matters for their performance. (Chapter 2)
3. Both audit partner and manager play a unique role in leading the engagement team. (Chapter 3)
4. Caring for team members, showing concern, and expressing appreciation and support is even more important when a team has two leaders. (Chapter 4)
5. Staffing an engagement team should not simply be based on availability – *who* works together influences the success of the team. (Impact)
6. Because auditing is an applied science, we should strive to effectively communicate our research insights outside of academia to audit practitioners and regulators.
7. Similar to the auditing profession, the value of our (scientific) work is zero without (academic) integrity.
8. Even though goals might seem *far* away, giving up is never an option.
9. Standing still is the fastest way of moving backwards in a rapidly changing world. – L. Bacall
10. Surround yourself with people who have dreams, desire and ambition; they'll help you push for and realize your own.