ISACA Belgium Chapter

ISACA BELGIUM · 20 OCTOBER 2026 · ONLINE

Insight to Impact



Dr. Sabine Charles

Leadership MEQ™

OPENING POLL

What makes a sound finding stall?

A

Unclear business impact

B

Defensive reactions

C

No decision or owner

D

Competing priorities

Choose one letter in the chat. Keep one real conversation in mind.



THE VOICE BEHIND THE FINDING

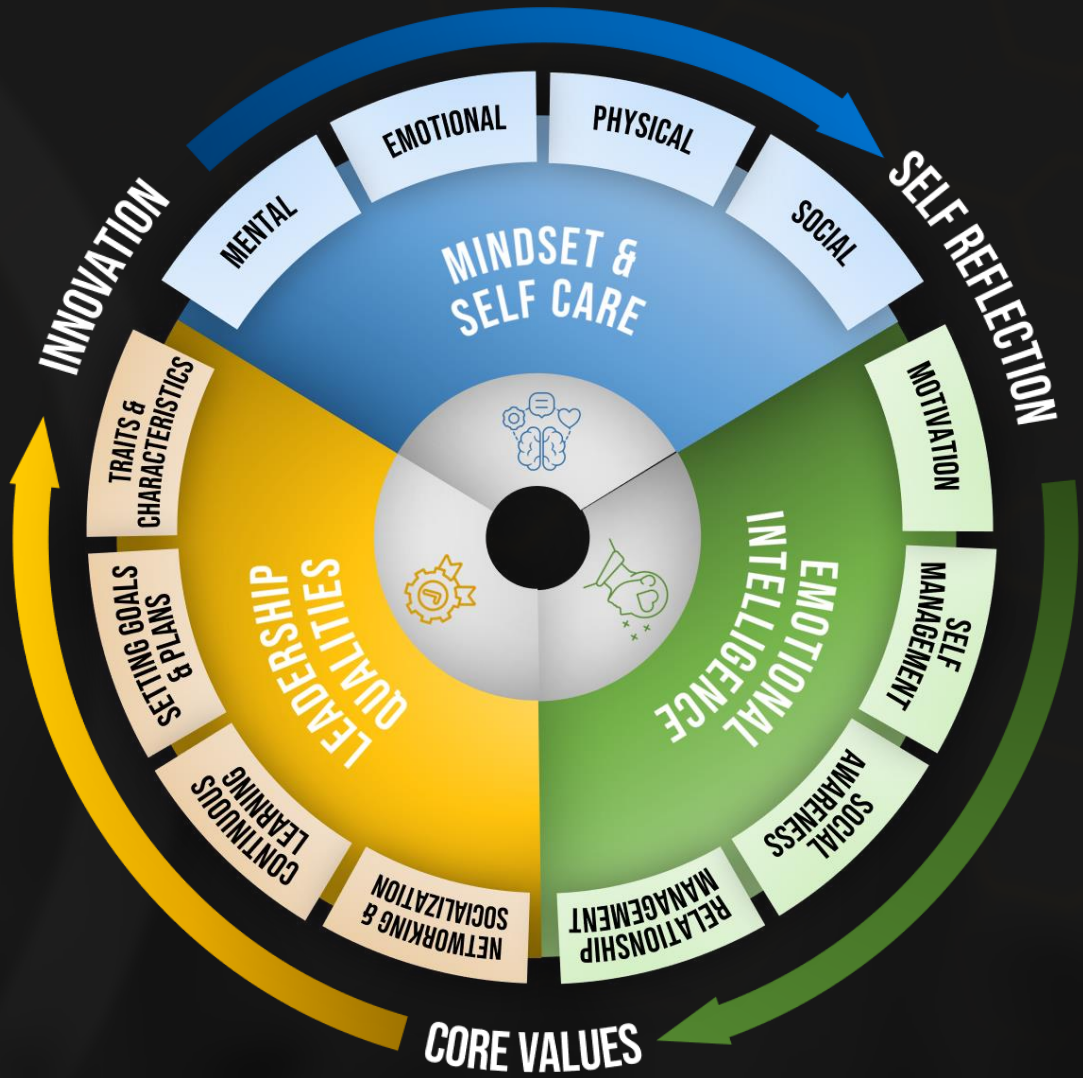
“Go take it back.”

Grandmother Calice

What is your rope today?

- A conversation you keep postponing
- A concern you keep softening
- A decision you need to ask for

Leadership MEQ™ in the conversation



AN ILLUSTRATIVE CASE

A defensible starting point

6 of 20

sampled privileged accounts lacked documented quarterly review evidence

One system in scope

No misuse established



PREPARE

Four questions that support action

01 What did we observe?

02 What does it mean for this audience?

03 What decision is needed?

04 Who will act, by when, with what evidence?

IN PRACTICE

The finding in business language

OBSERVATION

"We could not verify quarterly reviews for six of twenty sampled privileged accounts."

→

MEANING

"This limits assurance that elevated access remains appropriate."

→

DECISION

"We need an agreed review owner and a date to validate those accounts."

KNOW YOUR LISTENER

One finding, different decisions

01

System owner

Which access needs validation?

02

Business leader

What resources or priorities need to change?

03

Oversight

What remains unresolved and needs attention?

Match the request to the listener's authority.

PRACTICE ONE

Three sentences.

M What does this audience need to decide?

E Which words might sound accusatory?

Q What action will I ask for?

WHEN THE ROOM BECOMES DEFENSIVE

“We have never had an incident.”

“We do not have the capacity.”

“You do not understand the business.”



BEFORE YOU RESPOND

The room asks, “Now what?”

You answer N.O.W.

N

Name it

What am I actually feeling?

O

Own the pause

This does not need an answer right now.

W

What’s next?

Choose the response, not the reaction.

RESPOND

A response that keeps the issue open

1. **Acknowledge the constraint**
2. **Ask a specific question**
3. **Return to the evidence**
4. **Agree the next decision**

PRACTICE TWO

Steady under pressure

“We cannot add this to the team’s workload.”

M Explore the constraint before offering a fix.

E N.O.W. Name it. Own the pause. Then ask one real question.

Q Hold the evidence and seek a decision.

ACTION

A recommendation people can implement

01	Validate the six sampled accounts
02	Assign accountability for future reviews
03	Agree realistic milestones
04	Define the evidence that will show completion

Management owns the action. Agree early how completion will be demonstrated.

CLARITY ACROSS TEAMS AND LANGUAGES

“Soon” is not a date.

01

One idea per sentence

02

Fewer idioms and unexplained acronyms

03

Written decisions, checked aloud

CLOSE

The close of the meeting

- ✓ Decision and accountable owner
- ✓ Due date and milestones
- ✓ Evidence that will show completion
- ✓ Route for unresolved disagreement

ALWAYS FINISH WITH

“What have I missed?”

BOUNDARIES

The leadership boundary

Management	owns the response.
Audit	maintains independent judgement.
Unresolved risk	follows the agreed governance route.

CALM · CLEAR · RESPECTFUL · WITH AN ACTUAL NEXT STEP

MEASURE

Evidence of progress

01

Can people explain the decision?

02

Do milestones show completed work?

03

Does the evidence support closure?

04

Does the issue recur?

Choose one measure **you can observe in the next 30 days.**

7 DAYS

YOUR COMMITMENT

One conversation.
One clear decision request.

M Check the assumption you bring.

E Use N.O.W. when the pressure rises.

Q Ask, confirm in writing, then reflect.

Within seven days, I will speak with _____ about _____ and ask for _____.

THE NEXT CONVERSATION

What will be clearer because you spoke?

Get your rope back.
Then help someone take the next step.

Dank u · Merci · Thank you

Questions and discussion



Thank You

“Your insight earns you a seat at the table. Your voice makes sure it changes something.”

- DR. SABINE CHARLES



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Charles Financial Strategies LLC

AUDIT CONSULTING – RISK ASSESSMENTS – CORPORATE TRAINING

WEBSITE

Charlesfs.com

EMAIL

info@charlesfs.com

PHONE

(888) 507-8027

@Charlesfs01

Charles Financial Strategies LLC

Charles_Financial_Strategies