

Leading Modern and Effective Internal Auditing

The Gardener of Governance™ (Lenz 2021)

Date: 19 September 2025

Time: 09:00 – 17:00

Location – Xheko Imperial

Course director: Rainer LENZ

Introduction

The internal audit profession aspires to progress from a compliance minded profession to a strategic advisor and change agent by 2035. The course familiarizes you with the concept of directors and senior executives as GUARDIANS of governance combined with the effective internal auditor as THE GARDENER OF GOVERNANCE, which offers a robust and comprehensive approach to corporate governance. There is a strong symbiosis of the Guardians and the Gardener of Governance™ (Lenz 2021), both aspiring to the long-term health of their organization, seeking to prevent governance failure.

Course objective

Understand GOVERNANCE as the overarching concept.

Discover the significance of directors and senior managers as the GUARDIANS of an organization, the heart, mind, soul, and conscience.

Explore the role of effective Internal Auditors as THE GARDENER OF GOVERNANCE.

Gain firsthand insights, conceptual and hands-on guidance into a creative perspective on positioning the effective internal auditor in the Governance Ecosystem.

Target audience

The target audience for this course includes, but is not limited to, Audit Managers, Directors and their deputies, as well as Chief Audit Executives (CAEs).

Program

This training is designed to strengthen the leadership role of internal auditing in governance, with a focus on developing high-impact teams, fostering strategic relationships with key stakeholders, and embedding aligned assurance to prevent governance failures. The agenda is structured around the following themes:

- Status quo vs. Vision 2035 – starting from misalignment and redefining direction
- Securing the “buy-in” of internal audit teams for a strategic governance mission
- Developing high-impact internal audit teams through leadership and influence
- From oversight to cultivation - internal auditors as “Guardians and Gardeners” of governance
- Building strategic relationships with management, Audit Committee, and the Board
- Nurturing trust-based relations with the Central Bank and other regulators
- Preventing governance failures through aligned assurance and collaborative leadership
- Practical steps for embedding leadership in modern and effective internal auditing.

Instructor Bio



Dr. Rainer Lenz is a distinguished finance and corporate audit executive with over 30 years of international experience in leading global organizations. He is a *Bankkaufmann* (Qualified Banker) from Sparkasse and holds a PhD in Economics and Management Science from the Louvain School of Management in Belgium. Throughout his career, Dr. Lenz has been recognized for his thought leadership, earning multiple industry awards, including the 2023 Bradford Cadmus Memorial Award from the Global Institute of Internal Auditors.

Dr. Lenz is the co-author of *The Gardener of Governance: A Call to Action for Effective Internal Auditing*, published by Taylor &

Francis in 2025. In this seminal work, co-authored with Barrie Enslin, both build on The Gardener of Governance™ (Lenz 2021) metaphor, positioning internal auditors as cultivators of ethical and sustainable organizational practices. The book emphasizes a shift from traditional compliance-based roles to a more strategic, value-driven approach, advocating for the integration of the "5 Ps" framework - People, Public, Performance, Purpose, and Planet - into internal auditing practices.

In addition to his executive roles, Dr. Lenz serves as an independent board member and as a university lecturer specializing in corporate governance and internal auditing. His career reflects a commitment to advancing the standards of corporate accountability and organizational performance through both practice and education.

IMPORTANT FINANCIAL DATA

Cost per participant: **AIIA Members € 350** (*total amount, the subject is VAT excluded*)

Non-members € 390 (*total amount, the subject is VAT excluded*)

Price includes course attendance and educational material.

Payment* can be made by bank transfer or direct deposit by using the following account

info: Account Holder: **Albanian Institute of Internal Auditors** Acc.no: **0010039700**

Swift: **SGSBALTX** IBAN: **AL43 2021 1123 0000 0000 1003 9700**

Raiffeisen Bank Albania

Contact us for quotes related to more than two participants from the same organization or other information: info@aiia.al

** Important: The transferred amount **must include** the entire amount as stated above. No shortfalls due to exchange fee/or other administration charges may arise. Albanian Institute of Internal Auditors has to receive the amount that is stated in your invoice.*

REGISTRATION FORM

LEADING MODERN AND EFFECTIVE INTERNAL AUDITING

The Gardener of Governance™ (Lenz 2021)

19 September 2025

Full name			
Position			
Company name		VAT No.	
Contact Tel.		Email	
Address			

Cancellation Policy:

Places on AIIA Training courses are limited so we therefore operate a cancellation policy regarding refund.

- In case of cancellation of a training event by AIIA or related partner, we will endeavor to inform all participants 10 days before the course is due to take place, although please be aware that this is not always possible. All course fees paid will be reimbursed in full, but we are unable to reimburse any other costs that may have been incurred, including flights, accommodation etc.*
- No refund will be made for:*
 - Bookings cancelled less than two weeks before the event, except in exceptional circumstances and then only at the discretion of Albanian Institute of Internal Auditors.*
 - Non-attendance on the course.*
- For bookings cancelled two or more weeks before a course is due to start, 100% per cent of course fees paid will be refunded to the applicant.*

- I confirm all the data I provided is true and accurate.
- I confirm that I read the training program and I agree to have such content delivered during the course.

Name Surname Signature

Date, location
