
Finance and Audit Team Capability Training Course: Competency Mapping, Coaching and Review Quality

18 – 22 January 2027
Vienna





Finance and Audit Team Capability Training Course: Competency Mapping, Coaching and Review Quality

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Programme Summary

Finance and audit team capability is the subject of this one-week training course for finance directors, chief accountants, audit managers and heads of internal audit, ending in a team capability plan for one finance or audit function. Output and quality in these teams depend on clear competencies, useful feedback and consistent review, yet development is often left to busy-season improvisation. The programme links competency mapping, coaching, review quality and workload planning in one method, applied to a team the participant leads. Mars Training Centre UK delivers this programme on finance and audit team capability to mixed-organisation cohorts.

The Business Case

Where finance and audit team capability is left to chance, junior staff learn only from errors found late, reviewers rewrite work instead of coaching it, and peak periods push the same people past their limits. Leaders who define the competencies each role needs, give structured feedback and plan capacity ahead keep quality steady and retain the people they have trained.

- Review Rework: Falls as work standards and coaching reduce errors reaching the reviewer.
- Staff Retention: Improves as development paths and workload are managed openly.
- Deadline Reliability: Improves as capacity is planned against known peaks.

Principles and Evidence Base

- IES 3 Professional Skills: The IFAC international education standard on intellectual, interpersonal, communication and organisational skills frames the competency map built in Sessions 1 and 2.
- Framework for International Education Standards: The IFAC framework informs how learning needs are linked to outcomes in Session 2.
- Competency-based development: Defining observable behaviours by role level guides the feedback work in Sessions 3 and 4.

Intended Participants

- Finance directors who are accountable for the output and quality of finance teams.
- Chief accountants who supervise preparers, reviewers and approvers.
- Audit managers who allocate work and review the files of audit staff.
- Heads of internal audit who build the skills and pipeline of their function.

Typical functions include corporate finance, shared services, internal audit and public-sector accounting.



Learning Outcomes

1. Participants will be able to construct a competency map for accounting and audit roles.
2. Participants will be able to diagnose skills gaps from work samples and review notes.
3. Participants will be able to design coaching conversations that change how staff prepare work.
4. Participants will be able to evaluate review quality using a consistent standard.
5. Participants will be able to prioritise workload and capacity actions ahead of peak periods.
6. Participants will be able to justify a team capability plan to senior management.

Programme Structure

Day 1: Finance and Audit Team Capability and Role Competencies

What must each role in a finance or audit team be able to do?

- Role Competency Map
- Proficiency Level Descriptors
- Output and Quality Indicator Set
- Team Skills Inventory
- Professional Scepticism Behaviour List

Day 2: Diagnosing Gaps and Learning Needs

Where do skills fall short, and what is the cause?

- Work Sample Review Protocol
- Review Note Pattern Analysis
- Skills Gap Heat Map
- Learning Need Statement
- Development Option Selection Grid

Day 3: Coaching and Feedback Practice

How does a leader change the way staff prepare work?

- Feedback Conversation Structure
- Coaching Question Set
- Delegation Level Guide
- On-the-Job Learning Plan
- Difficult Conversation Checklist

Day 4: Review Quality and Workload Planning

How are review standards held and capacity matched to demand?



- Review Standard Checklist
- First-Time-Right Measure
- Review Depth Matrix
- Peak Period Capacity Plan
- Retention Risk Register

Day 5: Applying the Tools to One Finance or Audit Team

Do the competency, coaching and review tools support one team plan?

- Applying the Session 1 Role Competency Map
- Using the Session 2 Skills Gap Heat Map
- Testing the Session 3 Feedback Conversation Structure
- Checking the Session 4 Peak Period Capacity Plan
- Completing the Team Capability Plan

Methodology

The programme uses a structured exercise method built on anonymised work samples, review notes and workload schedules from finance and audit teams. Participants work in peer groups on a shared team, rehearse feedback conversations, challenge each other's gap diagnoses and receive written facilitator comments on each exercise set.

- Suggested activity: Reading a set of review notes to find the recurring skill gap behind them.
- Suggested activity: Rehearsing a feedback conversation about a late and incomplete schedule.
- Suggested activity: Building a capacity plan for a reporting peak with limited staff.

Capstone Output

Each participant completes a team capability plan for one finance or audit function. It holds a role competency map, a skills gap heat map, a coaching schedule, a review standard and a peak period capacity plan. The plan is used at work to brief senior management, agree development priorities with staff and guide the next planning cycle.

Frequently Asked Questions

Is finance and audit team capability suitable for leaders who have not formally managed staff before?

Yes. Finance and audit team capability assumes technical experience in accounting or audit and builds people leadership skills step by step.



Which standards does finance and audit team capability rest on?

Finance and audit team capability rests on the IFAC standard IES 3 Professional Skills and the IFAC framework for international education standards, with competency-based development.

How is the plan from finance and audit team capability used at work?

You use the team capability plan to brief senior management, agree development priorities with staff and guide the next planning cycle.

How does finance and audit team capability differ from general leadership training?

Finance and audit team capability centres on competencies, review quality and workload in accounting and audit work, while general leadership training centres on management skills for any function.