

Enterprise Risk Management Seminar:

Topic: Transformational Risk Management

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Presentation Agenda



❖ Agile Reporting Requirements for Accountants and Auditors

Quotable Quotes



"You live in a grim universe."

"That's risk management for you."

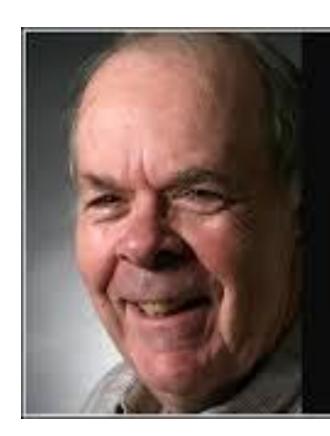
— Max Gladstone

"Opportunity and risk come in pairs"

— Bangambiki Habyarimana,

Agility





Agility is the ability to adapt and respond to change ... agile organizations view change as an opportunity, not a threat.

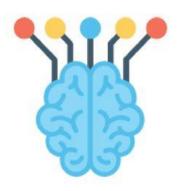
— Jim Highsmith —

AZQUOTES

Agility









Agile Thinking

Agile Organization



- * It is fit, alert, flexible, and nimble.
- * It is efficient, profitable, liquid, and resilient.
- * It is aware of how the business generates value, alert to threats in the marketplace, and looking out for opportunities.
- ❖ It is able to develop strategies and implement them promptly.

Attributes of an Agile Organization



❖ It has to be constantly strategically alert;

❖It must have the capacity and flexibility to implement change; and

It has to be adaptive in the means it uses to continually improve its performance.

Agile Finance Function



A finance function might be considered agile if it supports business agility in how it:

Informs strategic thinking

Supports agile implementation

Informs agile performance management

Agile Internal Audit



- Agile Internal Audit is the mindset and method that an IAF uses to focus on the needs of stakeholders; accelerate the audit cycles, providing timely insight and reduce the waste of resources.
- * By applying an Agile method, the **productivity** and **added value** of the IAF can be increased and the **lead time** of an audit can be reduced.

Coupling Mindset and Process



- Clearer outcomes Agile Internal Audit methods aim to confirm or disprove a hypothesis or support a point of view. The audit targets an outcome, which guides the fieldwork and reporting.
- ❖ Increased engagement -Prioritize areas, issues, and risks in collaboration with stakeholders. Helps identify needed resources and focus work on factors that determine business performance and value.
- Improved documentation -Deliver briefer, timelier reports with fewer words and more visuals.

Transformative Changes



Enhanced internal audit planning

Empowered internal audit teams

Accelerated delivery cycles

Valuable insights

Agile Internal Audit – Maturity Model





Ad-hoc

Some scattered initiatives may be present, but there is no focus or consistency.



Emerging

Agile delivery processes and habits are emerging, primarily at a team level.



Expansion

Teams are starting to mature and various single scaling efforts are in place. There is no coherent and consistent adoption.



Empowered

Holistic adoption of agility, based on clear Agile ambitions and strategy. Empowered teams are scaled consistently and effectively.



The organization is culturally and operationally Agile on an enterprise level.
Continuously learning and improving are driven by mastery and purpose.

Agile @ teams

Agile @ scale

Agile @ enterprise

Poll



Where is your Organization on the Agile Internal Audit Maturity Model?

- 1. Ad-hoc
- 2. Emerging
- 3. Expansion
- 4. Empowered
- 5. Embedded

Conclusion



- For most businesses, change is not an option—it's an imperative driven by customer expectations and the pace of innovation.
- An Agile way of working, involves continual assessment and development, to drive efficiencies and ensure plans are on track and are meeting evolving goals.

References for Further Insights



- 1. Agile Finance Revealed: The New Operating Model for Modern Finance –AICPA and Oracle
- 2. Agile Internal Audit –KPMG Advisory
- 3. Becoming agile: A guide to elevating internal audit's performance and value Deloitte Advisory
- 4. Leveraging an Agile Internal Audit Mindset -Video

https://youtu.be/9L2AzSAI01w

Interactive Session







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