Audit Staff Workshop – Nairobi

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Uphold public interest

# 'Mobilizing your Workforce Remotely - Introduction

Since days beyond recall, performance has been measured by physical presence, number of employees, time sheets, working hours, overtime, office size etc.

Before the Covid-19 pandemic, just 5% of employees in the US & Europe worked from home regularly.

So, what's the reason?
- were business not flexible to mobile work environment
- afraid of adopting new technology
- were we reluctant to a new professional virtual business life

What changed?
- is it that technology and people are become interdependent
- Covid-19, have businesses been forced to enforce virtual business life
- adapting to a new way of life and work

# 'Mobilizing your Workforce Remotely - Introduction

Even though the world will return to normal, the traditional workplace will not.

We are truly at the dawn of a new era of working, **"welcome to the virtual working environment"**.

That means we have to adapt to change.

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Credibility. Professionalism. Accountability.

## How adaptive minds work

**GROWTH MINDSET**

**FIXED MINDSET**

Analyze mistake
Accept challenges
Ability to learn new things
Inspired by others success

Unchangeable aptitude
Avoid challenges
Avoid failure
Give up easily

- Adaptive people understand that their mind is their greatest personal resource
- They are very self automated and self regulated
- They embrace mistakes and use them as a learning point
- They like to accept challenges
- They program themselves to learn new things out of situations
- They learn a lot from others – draw inspiration from people around them
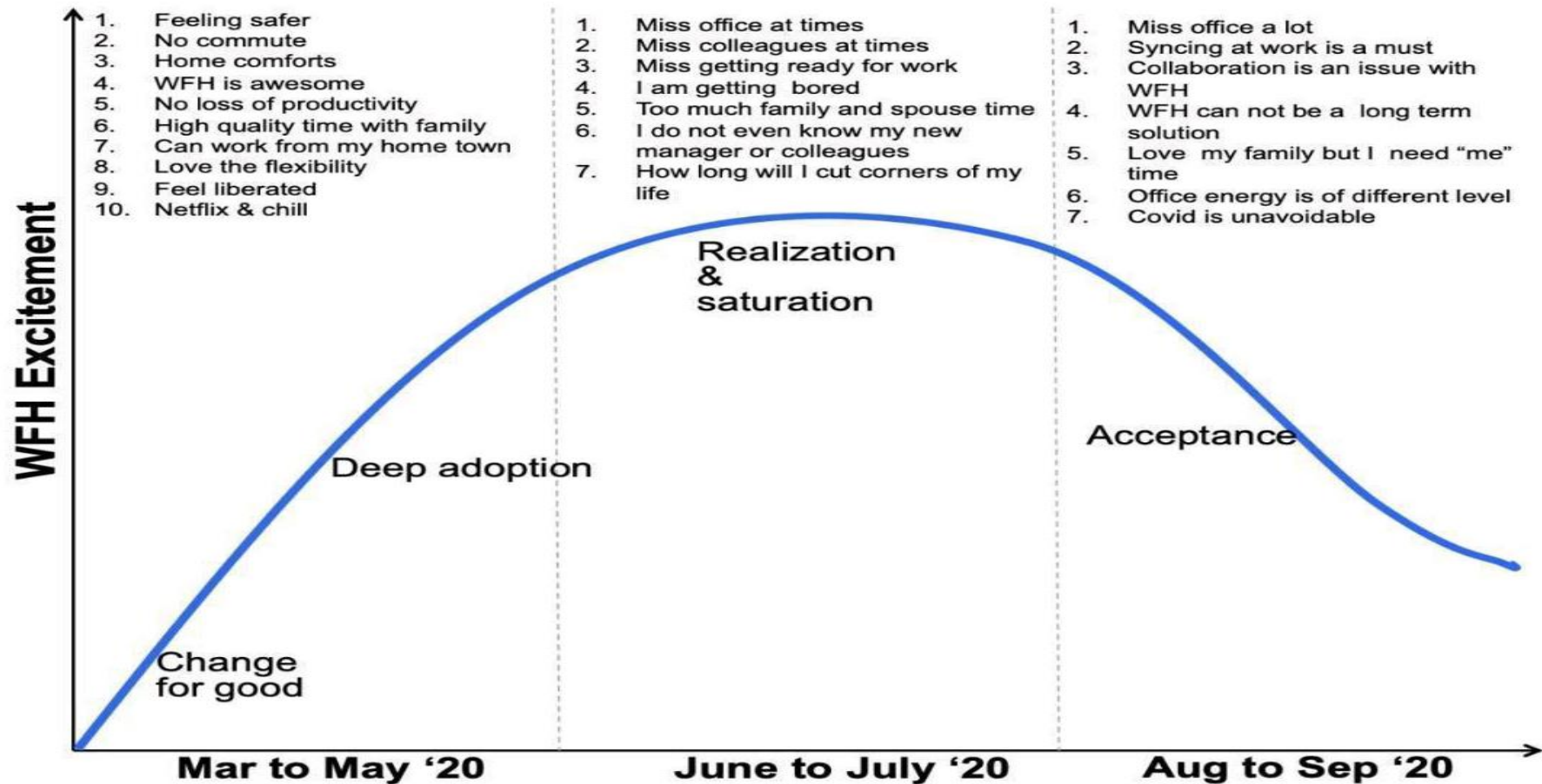- They **never waste a good crisis.**

Global companies leading The work-from-Home culture:

- Google.com
- Amazon.com Inc – employs some 750,000 people around the world
- Microsoft
- Dell Inc
- Humana Inc – health insurance company employs roughly 49,000 people
- Aetna Inc – a fortune 500 healthcare company
- American Express Co.
- Kaplan
- Salesforce.com Inc – employs more than 49,000 people
- Automatic Data Processing – provides outsourcing and payroll solutions
- Xerox Corp

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# Work from Home Excitement Curve

1. Feeling safer
2. No commute
3. Home comforts
4. WFH is awesome
5. No loss of productivity
6. High quality time with family
7. Can work from my home town
8. Love the flexibility
9. Feel liberated
10. Netflix & chill

1. Miss office at times
2. Miss colleagues at times
3. Miss getting ready for work
4. I am getting bored
5. Too much family and spouse time
6. I do not even know my new manager or colleagues
7. How long will I cut corners of my life

1. Miss office a lot
2. Syncing at work is a must
3. Collaboration is an issue with WFH
4. WFH can not be a long term solution
5. Love my family but I need "me" time
6. Office energy is of different level
7. Covid is unavoidable

**WFH Excitement**

Realization & saturation

Deep adoption

Acceptance

Change for good

**Mar to May '20**     **June to July '20**     **Aug to Sep '20**

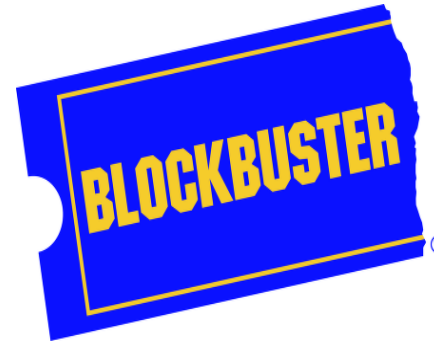# 'Mobilizing your Workforce Remotely - Introduction

As professionals, this is probably the best time to:

- re-engineer our service offering
- to be creative and to differentiate
- come out of our comfort zones
- change the way we engage with our staff and our clients

# 'Mobilizing your Workforce Remotely - Introduction

Failure to adapt: When there are no adaptive minds in the workplace

# 'Mobilizing your Workforce Remotely

Our homes have become our new offices and its important to manage remote workforce to ensure its productive, effective, efficient and secure.

**The following are simple steps:**

1. Migrate to cloud
2. Equip your teams with the right tools
3. Create virtual working team
4. Training staff on the latest available technology, cyber security threats and risks
5. Secure your Network and Data
6. If you are managing teams, focus on outcomes rather than activities
7. Accept that productivity might suffer in the short term

8. Get used to working at different times to your co-workers

9. Take time to empathize and acknowledge that everyone is in this together

10. Get regular feedback

How to manage our staff in a virtual environment:

1. Make team meeting a priority – holding a virtual staff meeting

2. Be clear on roles, responsibilities and processes

3. Communication is key

4. Communication and collaboration technology

5. Create consistency

6. Monitoring and Supervision

7. Leadership – don't neglect face to face meeting

# 'Mobilizing your Workforce Remotely

Tips for staff working from home:

1. Set up a dedicated work space – boundary between ''work space'' and ''personal space''

2. Set a working schedule

3. Stay reachable

4. Have a daily well-being check

5. Cope with loneliness

6. Stay motivated when working from home

# 'Mobilizing your Workforce Remotely

Obviously there are pros and cons to working from home:

| Advantages | Disadvantages |
|---|---|
| Financial savings for both company/individual | Isolation – deal with limited social interaction |
| Increased productivity | Trouble separating work from home |
| Flexible working hours | Alienation from the company |
| You can work from anywhere | Job satisfaction |
| There's no dress code | |
| You'll inevitably learn new skills | |

# Client Engagement Management

# Client Engagement Management Introduction

➢ Why is this discussion so important now?

➢ What has changed from the norm?

➢ How do we continue to engage with our clients efficiently?

➢ How do I make my client comfortable in this era of Covid-19 and all the laid down protocols?

➢ Has clients' expectation from the auditor changed?

# Key considerations

Key considerations for effective client engagement management includes:

➢ Ensure there is a letter of engagement in place signed by the two parties;

➢ The scope of work is well defined – It's OK to say "no" if a client's expectations are causing things to go off track (manage client expectation);

➢ The responsibilities of the client and auditor are clear

➢ Fees is agreed with the client; - ensure adequately remunerated

# Key considerations

➤ Get to know them - Auditor should have a clear understanding of the client's operations and the industry at large;

➤ Critical dates are defined and realistic;

➤ Understand the client's IT environment;

➤ Ensure deliverables for the engagement are clear;

➤ The auditor has the right capacity and required resources;

➤ The auditor should assess the resource capacity of the client;

# Key considerations

➢ Avoid over-committing – be realistic and honest;

➢ Ensure effective and timely communication -communicate constant and openly;

➢ Understand the client's communication channel for efficient and effective communication;

➢ Ensure all audit requirements are communicated to the client in good time;

➢ Understand the client culture and how its would impact the engagement;

# Key considerations

➢ Let the client understand your firm's culture;

➢ Have a client kick off meeting;

➢ Understand the kind of reports/presentations the client is interested in;

➢ Understand the client workings hours;

➢ Always do a debriefing with the client after the assignment is completed; - identify areas of improvement.

# Key considerations

➢ Don't be afraid to walk – client can be "bully"

➢ Be transparent in case something goes wrong;

➢ ALWAYS GET YOUR FEES

➢ **Remember our clients still belief in face time**

# Managing client engagement in a virtual environment

These include;

- Re-assessing your planning nature/timing of the assignment
- Assessing your client list – determine which clients are digitally mature enough to work with virtual teams.
- Re-assessing whether the client team is capable of facilitating the engagement to be performed remotely.
- Developing a detailed activity schedule – avoid assuming the client is working outside normal hours.
- Maintaining the security of information – ensure that integrity of client data is maintained and that access is restricted.
- Updating client's requests for information schedules.
- Updating the deliverable schedules and monitoring progress on a continuous process.

# 'Mobilizing your Workforce Remotely

Thank you