

Agile internal audit

Elevating Internal Audit's performance

What is Agile internal audit?

Agile Internal Audit is the mindset an Internal Audit function will adopt to focus on stakeholder needs, accelerate audit cycles, drive timely insights, reduce wasted effort, and generate less documentation.

Agile prompts internal auditors and stakeholders to determine upfront, the value to be delivered by an audit or project. Agile also prioritises audits and projects based on both importance and urgency as well as readiness to undertake the work. Finally, reporting doesn't focus on documenting the work but on providing insights.

Agile at-a-glance

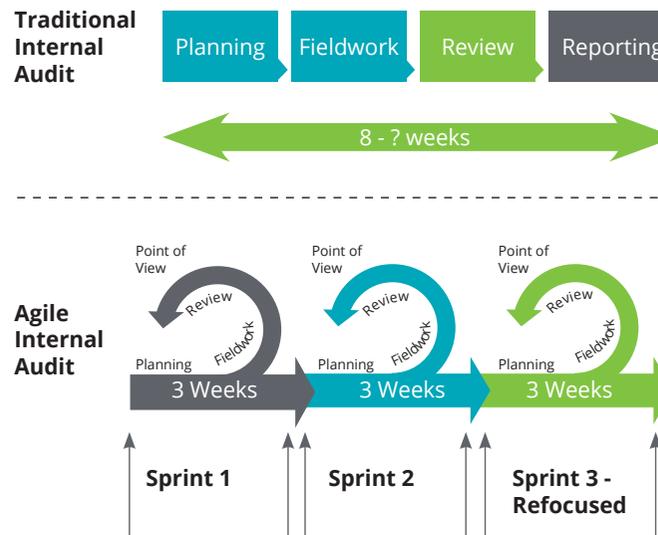


Why bring agile to IA?

IA should transform to deliver on a broader set of expectations, providing assurance but also advising and anticipating risks

-  Allows IA to respond quickly to changing business needs
-  Reduces the time between discovery and delivery of insights
-  Builds the risk specific insights the customer needs
-  Avoids delivering insights without quality problems
-  Meets business commitments by reprioritising scope

Traditional audit vs. Agile audit



The concepts of Agile Internal Audit are simple, but they have shown to be more difficult to implement than one would think. This is truly a change management concern. The mind-set change is not easy, but the potential benefits are worth it from reduced time from start to finish, more insightful observations and recommendations, collaboration with stakeholders, and an effectively engaged Internal Audit team.

How is Agile IA different?

Agile IA is not a significantly dramatic change in the way we do things, but the methodology and ceremonies serve as guardrails to achieve the optimal outcome. The Agile process continuously reinforces the following aspects, which may not be top of mind for all throughout the entirety of projects:



9 Elements Our IA agile manifesto

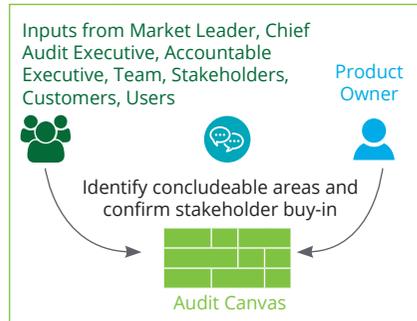
Elevate internal audit
Assure. Advise. Anticipate.

1. Outcome-driven | value-driven
2. Just-in-time | proactive 'right projects at the right depth/ focus'
3. One size does not fit all – customised project focused on value and risk
4. Collaborative approach — take the journey with our clients
5. Mix it up a little bit, break some eggs — challenge "that's the way we've always done it"
6. Decisioning "as you go" with transparency and alignment
7. Continuous communication with all stakeholders
8. Be quick and iterative vs. Confined to a plan
9. Impact over thoroughness — "good enough"(80/20 rule)

Agile Internal Audit in practice

Agile execution – Illustrative example

Planning



Daily standup



Sprint review



Agile team roles

- Audit Champion
- Product Owner
- Scrum Master
- Scrum Team Member



Agile ceremonies

- Sprint Planning
- Daily Scrum
- Sprint Review
- Retrospective



Agile artifacts

- Audit Canvas
- Story Mapping
- Audit and Sprint Backlog
- Work Papers
- POVs



Considering adopting an agile mindset? We should talk.

Beginning with their origins in software development, agile methods have been effective in countless initiatives in various business settings. Building on the original agile approach, Agile Internal Audit uses methods that change both the mindset of internal auditors and their business processes.

As discussed above, agile is a change methodology for the internal audit group and its stakeholders. This is crucial because internal auditors' work relates to every business and function that affects the organisation's performance and value and unilateral efforts to change such a function generally fail.

Consider the risks. Consider the benefits. Consider connecting with us.

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