

## Lean & Agile auditing

Lean auditing refers to the use of 'lean' principles, first developed in production lines, to drive value in audit work and improve efficiency and productivity. Principles include: "listening to the voice of the customer", doing things "right first time" and "just in time" and driving "flow". Agile techniques were developed in the software sector which are similar, but slightly different, notably: delivering a "minimum viable product" to time, using "sprints" and "scrums" to drive pace and engage stakeholders. Most important the webinar aims to see these techniques alongside compliance with IIA standards, not something separate.

### **Course programme**

- Understand the fundamentals of lean, lean six sigma and agile including the key similarities and differences.
- Examine who are the key customers of internal audit, what adds value and what doesn't. Of particular note: it doesn't add value to tell stakeholders what they already know.
- Reflect on the role of IA –how can you play a greater role in more future-focussed issues, reduce the time spent on follow-up assignments and optimise co-ordination with others
- Improving assignment scoping by asking what are the 2-3 exam questions to prioritise, and how much assurance are we going to give (e.g. review, audit or investigation).
- Improving disciplines concerning what is in/out of scope so stakeholders don't misunderstand what has been done by internal audit.
- Drive "flow" through the assignment process, making progress in prioritised bite-sized chunks, with a keen sense of the 80/20 rule and knowing when to stop.
- Leveraging technology from data mining and data analytics to machine learning and AI.
- Be clear about root cause analysis fundamentals – for example, there will always be more than one cause for an issue, and how effective root cause analysis should speed up audit assignments, not slow them down.
- Be clear how reporting and action planning will change with "flash reports" and the use of "killer facts."
- Understand the measures that drive lean/agile ways of working, but also ensure compliance with IIA standards
- Gain some practical insights around where to start first to release productivity
- Behavioural changes that show you are "on track" and signs that you might be losing your way.

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