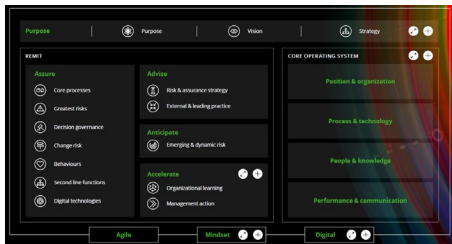


Unlock high performing Internal Audit teams with Agility

Internal Audit Megatrends | 5x5: Insights and actions



Cutting edge Internal Audit (IA) functions shake things up and break the mold by leveraging Agility principles and practices to unlock high performance.



Our IA 4.0 framework puts an emphasis on core aspects of managing a high performing function such as Purpose, Acceleration, Mindset, Agile, and Digital

Better, Faster, Happier.

We see that Agile internal audit functions do **better risk work**; deliver **business value faster**; and support **happier, more engaged teams and stakeholders**.



But how do teams really get there? An all-too-common pitfall is the idea that agile is only about what is done (mechanics), and teams often don't stop to consider alignment to how they think (mindset).

Many teams may say one thing, while thinking another:

We're Agile – we have a kanban board!

...that we don't keep up to date and rush to "update" right before a big meeting with the boss

We're Agile – we do daily standups!

...that we hate and just go through the motions in (the mindset)

We're Agile – we have retros!

...that we think are a waste of time and use to vent and complain, rather than to inspect results and adapt with actions that improve our performance over time

Again, agility is not only about what is done, the frameworks, and the mechanisms. It is both action and attitude and has the potential to transform teams into more disciplined, more resilient high performers that are better able to realize value from constant change.

5 insights you should know



Enhance stakeholder engagement through improved collaboration with business stakeholders. Agile integration into the IA lifecycle promotes earlier, more frequent stakeholder interactions, solidifying relationships and increasing service requests.



Improve efficiency and effectiveness across the IA lifecycle. Agile teams see quicker audits, fewer scope changes, more projects completed, and higher stakeholder satisfaction.



Visualize your work and focus the team's attention on continuously improving and adapting to what matters most. Tools like Kanban enhance prioritization and tracking, enabling Agile responses to change for ongoing improvement.



Optimize individual contribution and potential to unlock the power of the collective team. Agile fosters a culture of accountability, transparency, continuous growth, feedback, empowerment, and strategic big-picture thinking – enabling teams to keep pace with technological advances and other changes in the risk environment.



Let IA be a model of learning culture in your organization and make high performance and adaptation the cultural norm. Agile shapes a learning-centric environment, empowering rapid adaptation and high performance across the organization.

5 actions you can take



Start small. Most transformations that change everything all at once fail fast. Initiating change with a few pilot projects establishes a foundation for more gradual and broadly successful transformation.



Define the purpose. Agile is an enabler for delivering better business value faster. Agile itself is not an end goal. Clearly articulating the 'why' behind adopting the values and principles focuses your efforts on delivering strategic value, with set metrics to track progress.



Lead by example and create the momentum, psychological safety, and accountability teams require for high performance. Leaders embodying Agile principles create a safe, accountable environment that maximizes the benefits of experimentation and transformation.



Identify a coach to expedite the team's adoption of Agile practices. Expert coaching facilitates deeper Agile integration, enhancing team performance and speeding up transformation. Coaches should possess expertise in both internal audit and Agile concepts.



Communicate and celebrate success to fully change the culture into a one of learning and experimentation. Highlighting and celebrating wins generates positive buzz about new ways of working and encourage others to try it, fostering a culture of innovation and encourages adoption across the organization.

Illustrative examples of Agile journey



Multi-national investment and equity firm	Global retail bank	Global energy company
<div><div>Business challenge:</div><p>A multinational financial services organization's IA department adopted Agile technologies and undertook an organizational restructure on their own to alleviate pain points. The organization embarked on the journey without guardrails for adoption, inadequate focus on change management, and limited understanding of Agile practices. These resulted in challenges with people, process, and team dynamics that were not adequately addressed, as well as confusion on overall strategic vision.</p></div> <div><div>Deloitte's approach:</div><p>Deloitte facilitated a one-day design thinking workshop to help leadership determine their vision for transformation. Pilot audits were selected based on criterion discussed and verified by senior management. Deloitte created and delivered Agile IA training for multiple teams to help them adopt Agile IA practices. Deloitte went on to coach 10 teams and 2 Scrum Masters on how to apply Scrum techniques to IA. After 3 waves of successful pilots, transformation planning was coordinated with the senior leadership team and a rollout plan to transform the 150-person audit department was developed.</p></div> <div><div>Business outcomes:</div><p>Deloitte assisted the client in implementing Agile ways of working for the entire organization. As a result, the client saw a 50% decrease in reporting time, more audits completed for the year, and higher net promotor scores from their stakeholders.</p></div>	<div><div>Business challenge:</div><p>A multi-national retail bank enlisted Deloitte to introduce Agile ways of working to their IA function. Their goal was to achieve better audit outcomes, quicker time to business value, and happier stakeholders and staff.</p></div> <div><div>Deloitte's approach:</div><p>Deloitte initially coached two pilot teams to help the client test new ways of working. Deloitte co-created a strategy for transformation for the entire global shop. Deloitte developed repeatable training for teams and leadership, as well as a coach the coach training program that enabled client staff to take over coaching duties once the engagement was complete. Lastly Deloitte helped stand up a Center for Excellence responsible for day-to-day decisions about the rollout and a high-level implementation roadmap, including key activities, sequencing of work, and milestones to help them achieve long-term success.</p></div> <div><div>Business outcomes:</div><p>As a result of the transformation, the client was able to decrease audit cycle time and scope creep , improve the ability of Audit teams to deliver on expectations within budget and improved collaboration with business stakeholders.</p></div>	<div><div>Business challenge:</div><p>A global energy company's IA department needed to adapt to their business units that were beginning to operate with increased agility. To meet the challenge, the department committed to an Agile transformation to create a value focused mindset and process to improve the way they were delivering audit findings to stakeholders. They also committed to transforming their organizational culture to center around transparency, feedback, empowerment, strategic thinking, and the ability to deliver their audit scope in small, value-driven pieces.</p></div> <div><div>Deloitte's approach:</div><p>Deloitte created an implementation plan with supporting processes based on Agile and Scrum principles. Deloitte also rolled out a new operating model to various regions around the globe and provided training and coaching to multiple global teams. This allowed the client to implement the new Agile ways of working.</p></div> <div><div>Business outcomes:</div><p>As a result of the transformation, the client developed a more motivated and autonomous culture that saw increased feedback from stakeholders/auditees on transparency, early and consistent findings and observations, and reduced hierarchical decision making for teams.</p></div>

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For more information,
or to explore insights visit:

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