Give Agility a New Meaning

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AGILE...

- Is a set of management practices
  - More relevant in the initial days to software development (2001).
- Since 2016 it spread to other parts of the organization and more importantly to all “types” of organizations.
What if we could create workplaces that drew on all the talents of those doing the work?
What if those talents were totally focused on delivering extraordinary value to the customers and other stakeholders for whom the work is being done?
What if those receiving this unique value would be willing to offer generous recompense for it?
What would these workplaces look like?
How would they operate?
How would they be reconciled with existing goals, principles and values?
Could they operate at scale?
If so, would the answers have implications for all organizations, not just software development?
Which one is IA department?
Agility means to ACCEPT...
Becoming an AGILE organization is not a choice anymore. In today’s DIGITAL and FAST-PACED economy it is a MUST.
A - Awareness of surrounding
D - Dedication and perseverance
O - Open-mindedness
P - Preparedness through learning
T - Transition and adjustment
Awareness for improvement
Desire to change
Ability to work together
Promote success
Transfer to others
The Agile Manifesto – Values

- Individuals and Interactions over Process and Tools
- Working software over Comprehensive Documentation
- Customer Collaboration over Contract Negotiation
- Responding to Change over Following a Plan
Statistics prove...

52% of customers are happy with Agile projects

49% of business say most of their company is using Agile development

Agile projects are successful 300% more often than non-agile projects

Agile development in future has increased from 75% in 2014 to 94% in 2016
AGILE in Internal Audit?
Again some statistics...

• 80% of the board and management expect that Internal Audit requires to change course and evaluate risk at the speed required by business, i.e. if they work as **Agile IA functions**

• 88% of the stakeholders perceive that if Internal Audit is working in an Agile fashion, it is adding significant value

*Source: Internal Audit Study report, PwC 2017*
What does it take to be truly Agile?

- Short cycle
- Working solutions
- Improvement

- Appreciate people
- Collaborative efforts
- Teamwork

- NVA process elimination
- Dynamism

- Respond to changes
- Emphasize “Change is the name of the game”
PREPARED + ADAPTIVE
Individuals and Interactions

• Daily “tool-box” type meetings

• WHAT
  • Yesterday
  • Today
  • Tomorrow

• Road-blocks

• Use technology for on-site locations
KANBAN (kan=“card”; ban=“signal”)

- Visual management philosophy
- 3-basic steps
  - To-do
  - In-progress
  - Completed
- Brings in transparency
- Real-time progress
- One truth
Prioritization – Responding to Change

• We understand the problem

• We understand the root cause

• We understand the issues

• We understand the solutions

• But there are so many to solve
Flexible Planning and Prioritization

- Impact v-s Effort Matrix

<table>
<thead>
<tr>
<th>Impact</th>
<th>Efforts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>High</td>
<td>High</td>
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- A – Just do it
- B – Further scoping
- C, D – Later…
Flexible Planning and Prioritization

- Payoff Matrix

<table>
<thead>
<tr>
<th>Impact of Solution</th>
<th>Business Opportunity</th>
<th>Special Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Quick Wins</td>
<td>Time Waster</td>
</tr>
<tr>
<td>High</td>
<td></td>
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</tbody>
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Difficulty of Implementation

- Low
- High
Flexible Planning and Prioritization

• MoSCoW

- Maximum 100% of total effort
- Maximum 80% of total effort
- Maximum 60% of total effort

[ ] Must Have
[ ] Should Have
[ ] Could Have

Business Case
Contingency
Collaborative Efforts

- Lessons Learnt
- Single Point Lesson
- What Went Well
- What Went Wrong
- Share emerging insights
- Be inclusive
- Seek feedback
Pitfalls to avoid

1. Begin with the “End in Mind”
2. DO NOT get bogged down by KPIs
3. Oh! Those LAGGING indicators
4. There is no “One Size Fits All”
How can we build a more agile IA function?

1. IA as a rotational program
2. Team structure (SME’s, co-sourcing)
3. Building competencies (IIA framework)
4. Thorough understanding of risks in the organization
5. Audit what is required and requires to be audited
6. Reliance on other assurance providers (IT security, Risk function, external auditors, etc.)
7. Be there for the business
8. Help understand linkage of organization and department goals and KPIs
9. Provide for consulting services
10. Use technology
Give Agility a New Meaning

1. Develop your own manifesto
2. Ensure IA staff understands it
3. Communicate to stakeholders
4. Seek their views and input; involve them
5. Provide for value-added services
6. Ensure transparency
7. Consider “speed” v-s “accuracy”
8. Provide insights into engagements
9. Cannot make them all happy – it’s OK to look bad
AGILE METHODOLOGY
PLAN

DO

ACT

CHECK
"Being Agile is our favourite thing"
Q & A

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