


Internal Audit beyond imagination

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A young child with light-colored hair, wearing a yellow t-shirt and blue jeans, is sitting in an airplane seat. The child is looking out of a large, oval-shaped airplane window. The interior of the airplane is dimly lit, with a blue glow from the window. The child's seatbelt is visible. The background shows the interior of the airplane, including the window frame and the cabin wall.

Please fasten your
seatbelts we are ready
to take off

A white door is open, leading to a vast field of green plants, possibly a field of flowers or a farm. The sky is bright blue with scattered white clouds. The door is the central focus, symbolizing an opening or a path forward.

Internal Audit beyond imagination
WHAT DOES IT MEAN FOR YOU?

<https://pollev.com/gilber967>



How do you see the Internal
Audit in the future ?

<https://pollev.com/gilber967>

The Impact of evolution on Internal Audit



Imagine that it's a beautiful day,
the sun is shining, the birds are
singing and You just went out for
coffee in your garden



Suddenly, you saw a snake,
few meters from you



What do you feel ?



Fear, disgust

A desire to run a way

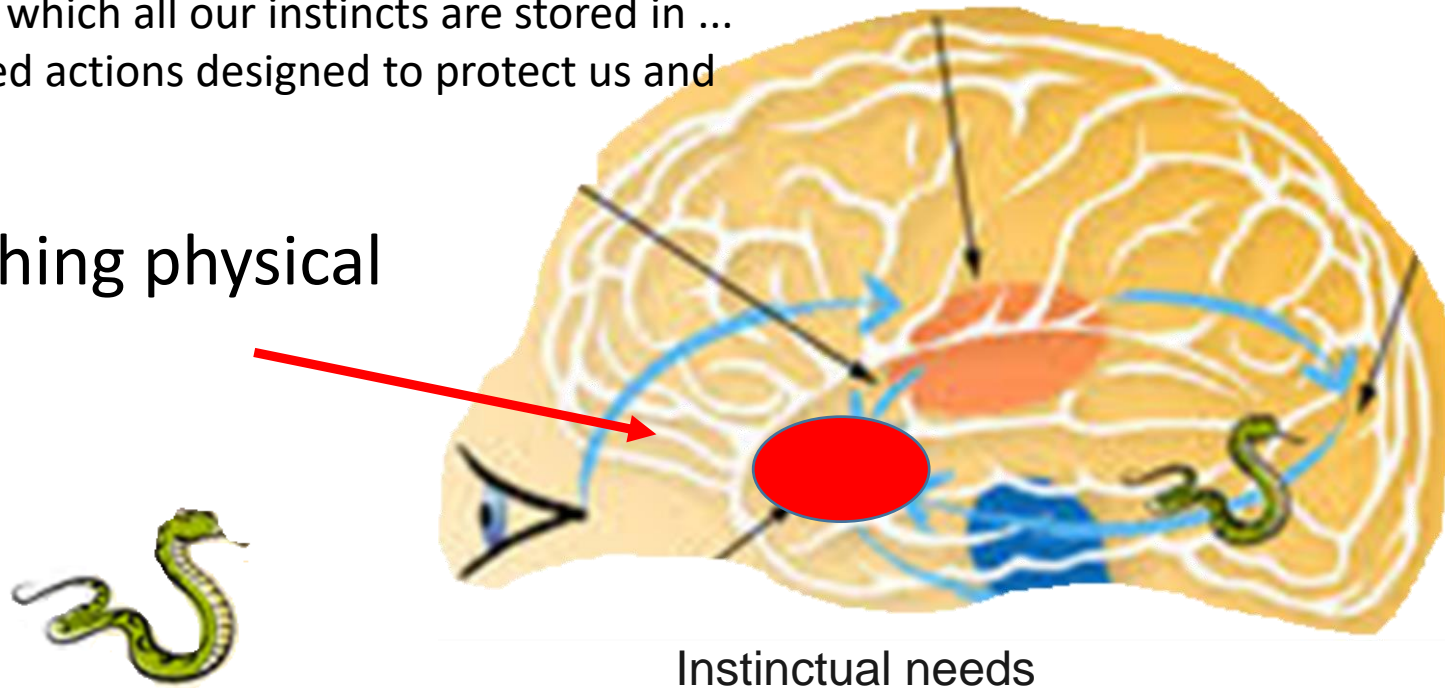
Want to hurt it

What is the reason for your feeling ?

Millions of years of evolution

Millions of years of evolution have caused our brains to have an area in which all our instincts are stored in ... those automated actions designed to protect us and help us survive

It's something physical



Instinctual needs

Recent studies have shown that a person's response to AUDIT triggers a reaction in the same area of the brain as reaction to fear

This means that the attitude toward AUDIT is instinctive

If this is the case then how can we make a change ?

In my view, Audit beyond imagination is making a DNA change. changing the attitude toward audit



For me, Internal Audit beyond
imagination is:

The need to change is
clear

The time for the change
is now

What do we need to do in order to make the change ?

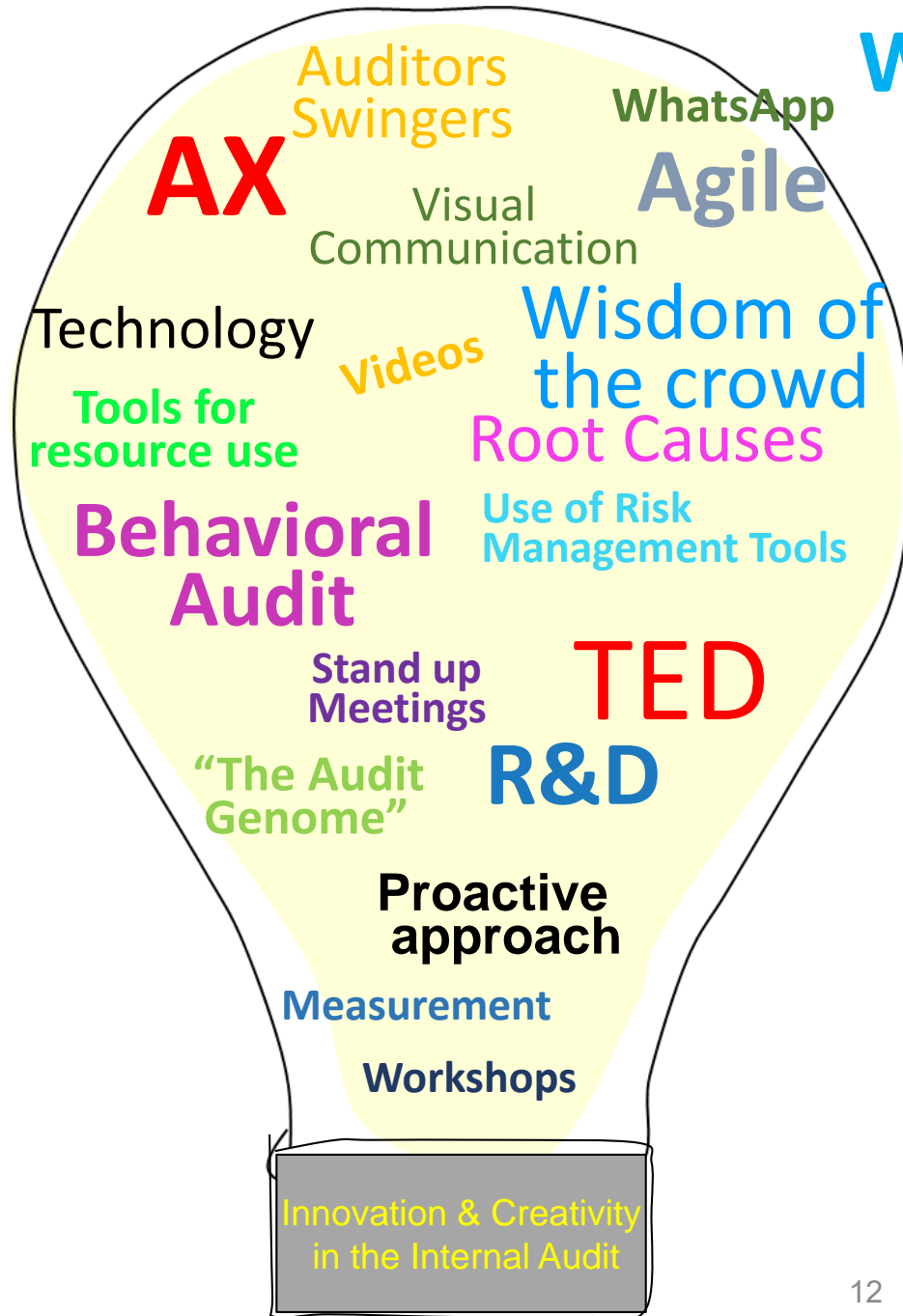
In 6 points

- 1 Look in the mirror
- 2 Change our State of mind
- 3 Modify our Tools and work processes
- 4 Improve our Reporting, Communication and Marketing
- 5 Measure the Internal Audit Effectiveness and Efficiency
- 6 Invest in our professionals/recruit talents

In 2 words

CREATIVITY
&
INNOVATION

What is Innovation & Creativity for me ?



- State Of Mind
- Everyone has it
- We Just need to use it
- Be ready to make mistakes
- Enjoy the process
- Use the Start Up concept
- Encourage/reward/value - creativity

A cartoon illustration of Homer Simpson from 'The Simpsons' looking into a mirror. He is shirtless and has a somewhat grumpy expression. The mirror shows a more muscular version of himself. The background is a simple room with a pink table and a red cup.

Look in the mirror

When was the last time, if at all, we've asked ourselves...

Who are we?

What our auditees think of us?

What value are we bringing?



**In your Opinion
How does the
Auditee see the
AUDIT ?**





The IA - SWOT

S

- Statutory Position
- Holistic view

- Technology
- Organizations are looking for ways to improve efficiency
- A change of Stakeholders expectation

- CAE's mind set
- Nobody likes Audit
- Bad reputation
- Stagnation and slow changes
- Long training process
- Difficulty to quantify our value
- Marketing


W

- Stereotypes
- Competition -Increase in the number of functions that refer to controls (Compliance Officer, Risk Manager, SOX, CISO, Consultants, CPA)
- Fast changes that require new areas of expertise
- Organizations are looking for COST REDUCTION

CX

Customer Experience

Customer Experience is a personal-
emotional experience,
that a customer experience over the
duration of his relationship with that
supplier



A methodology that enable us to Walk
In our customer's shoes, to learn how
our costumers feels

**REPLACE EVERY
“WHAT IF...” WITH
“WHY THE FUCK NOT!”**



NEW TERM

AX

Auditee Experience

Auditee Journey





Tools and Work Processes

Root Causes

Behavioral Economics

Technology

ON LINE Audit

Agile

Resource utilization

Wisdom of Crowds

542

Wisdom of Crowds

The **wisdom of the crowd** is the collective opinion of a group of individuals rather than that of a single expert.

A large group's aggregated answers to questions involving quantity estimation or general knowledge has generally been found to be as good as, and often superior to, the answer given by any of the individuals within the group

Questionnaires
workshops

RM workshop

WNTBF workshop

Recommendation workshop

Root Causes + Wisdom of Crowds



Audit Within Irrational Conditions

A Taste of
Irrationality

Dan Ariely.

Behavioral Economics

Classical economic theory assumes that individuals make decisions based on rational behavior

What's the innovation of behavioral economics? (Dan Ariely, Daniel Kahneman)?

People make decisions not necessarily based on rational considerations.

If this the case its possible to influence someone's behavior and decision making using psychological tools .

A given recommendation can Save the organization 2 Million \$
How would the Auditee respond?

| Assuming auditees are human beings – how do we take that information and use it in the Internal Audit work?

Behavioral Tools

1. Auditee Journey
2. People don't like to be surprised
3. People don't like to make decisions - help them
4. Most people find it easier to accept an opinion that is based on authority and norms
5. People prefer to adopt their own ideas
6. Visual Communication has a major impact on decision making
7. Work on the "memory"
8. "Pain of Payment"



Agile Internal Audit

Agile

Originally a software development methodology

Agile aims to reduce costs and time to delivery, while improving quality.

At first, it sounded crazy, but after I got out of my patterns (my box), and really look into it, I found its real potential in the method

What does it mean for the Internal Audit?

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



More focus approach

Value-driven



Proactive approach
right project
at the right
depth/focus




Less bureaucracy



Continuous communication with all stakeholders



More,
Better and
Faster
Value to
our
stakeholders



Be quick and flexible vs. confined to a plan



Sprint cycles vs. long and huge projects




Decide "as you go"



More audits in the same (or less) time




Report - Communicate - Market



TED




**Visual
Communication**



**Digital outcomes
(videos, messages)**



**ANNUAL
REPORT**



**Audit reports as
Work of art**



INFOGRAPHICS

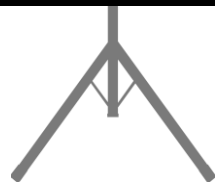


WORKSHOPS

**Risk management
Recommendations
prioritizing
Air removal**



**Constant
communication
with
stakeholders**



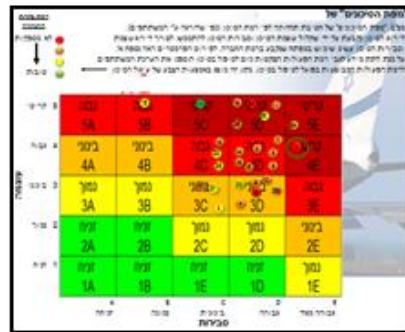
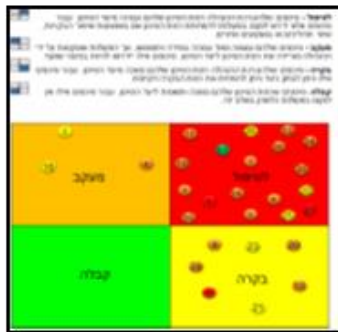
Visualization



מבט על רגע

חשיבות הנושא להשגת יעדי החברה

- מס נמל היים תשלום "מבט על רגע" על הנושא הימים לערוך תשלום לאו היותו תשלום על מ ברחבי העולם, בגין שירותים
- מסו הנמל מבנים מרוכזים ע
- המוסדות העברת התשלום ה
- במידה והחברה המוסדות א
- במרבית שדות התעופה מ
- (מסר'אות) מאותו נמל תעופה
- בודדות בת המס מחושב ה)
- מנון למועד הביטוחות, קיימנו STI מנון מסו נמל שנים שהימים הדינמית במידה האולם.



דירוג הממצאים:

דירוג	ממצאי הביקורת
1	מגירת העל
2	השכבות
3	סוג רוח שיו
4	מיסול נמל נמל
5	מגירת ממוחשבת
6	על מס הנמל
7	אספ מס נמל
8	במגירת התחנות
9	המחירים

AUDIT REPORT



ד"ר 'הרמטק' לטענת משרד ה"ר

מבוא ומתודולוגיית העבודה

מבוא

במסגרת הביקורת נבדקו בתאריך 2018 תוכנית המימון המבוקש - יזם 2018 ביקורת המימון לטענת משרד ה"ר.

שיטת הביקורת

הביקורת מבוססת על-פי חוקי ביקורת מבוקשים, חלק ישומה בכלים הבאים: ראשונה עם בעלי התפקידים המעורבים בתהליך. לשני תהליכי העבודה באופן, פקודות ממונים מאדם בירוקים, חקירות, תחלים, עבודות יזמי פרויקטים הממונים בנאש, חקיקת נאשם נאשם חקיקת המימון החדש.

העבודה מבוססת על ידי ילחמה נאשם, חקיקת מימון בכיר

מבוא

הדבר היחיד שאנחנו צריכים לפחד ממנו הוא הפחד עצמו.

פרנקלין דלאנו רוזוולט

מטרות הביקורת

מטרות הביקורת הן לזהות סיכונים במסגרת, מטרותיהם עולה מטרותיהם. לזמן פוטנציאל לרעילות, חקיקת הנהלת הכנסות בתהליכי העבודה, מטרות הביקורת בהנאש חקיקת מטרות.

גיל קר, ד"ר, רמטק, משרד ה"ר

אל על משרד אוויר לישראל בע"מ

ד"ר 'הרמטק' לטענת משרד ה"ר

תוכן

מבוא

מבוא מתודולוגיית עבודה

מילון מונחים

רקע כללי

תמצית נאשם הביקורת

תוכנית הנהלה

ממצאים והמלצות

נספחים

השינוי הוא החוק של החיים.

אלה ששמתכלים רק על הנובר וההחלה יפספסו בודאות את העתיד.

ג'ון פיצ'רלד קנדי

מבקר החברה, אל על

ביקורת "XXX"

בוצע על ידי ישראל ישראל מבקר מימון בכיר

אמסטרדם - 22:XXX

יוני 2018



המלצות

01

02

03

ד"ר 'הרמטק' לטענת משרד ה"ר

XXXX PPPP UUUU

03

02

01

ד"ר 'הרמטק' לטענת משרד ה"ר

סיכום הנהלה

2018

A glowing blue particle trail forms a human head shape against a dark background. The trail is composed of many small, bright blue dots connected by thin lines, creating a sense of motion and energy. The head is centered in the frame, and the trail appears to be moving from the back of the head towards the front, suggesting a process of thought or information spreading.

TED

Ideas Worth Spreading

Tools from the TED's world – that we need to use more

- **The presentation is a journey - where you take the audience from his current point to where you want to bring him...**
- **Use of the force of imagination and visualization**
- **Use a story (create a connection with the audience), Use of words, Eye contact / a smile**
- **Use humor but to a degree**
- **Keep your ego outside the room**
- **From simple to complex**
- **Light the spark of curiosity**
- **Use of metaphors, examples, visuals accessories, sound**

Help my dream come true

TED AUDIT



Audit Professionals

Audit Professionals

1. We need auditors with
New set of skills (less classic)
2. Recruitment and retention of employees
3. New generation of
Auditors (different priorities)
4. Training processes
5. Do we need to change the skill set of IA Manager from Audit Expert to Project Manager ?



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