

A man and a woman are standing in a server room, looking at a device held by the man. The man is wearing a grey sweater over a white shirt and a blue lanyard. The woman is wearing a white shirt and a blue lanyard. The background shows server racks and a blue-toned environment.

The Future of Internal Audit

A webinar series

IIA Norway in collaboration with EY
May 21st, 2021 | Oslo



**The Institute of
Internal Auditors**



EY

**Building a better
working world**

Welcome to the third of four IIA Webinars hosted by EY

Webinar #1 The Case for Change

Webinar #2 Technology

Webinar #3 People

Webinar #4 Organizing the Future IA



Today's agenda

1. Introduction
2. Trends shaping the people agenda and the internal audit workforce
3. Wrap-up and next steps

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Today's speakers



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Trends shaping the people
agenda and the internal
audit workforce



The better the question. The better the answer. The better the world works.



EY

Building a better
working world

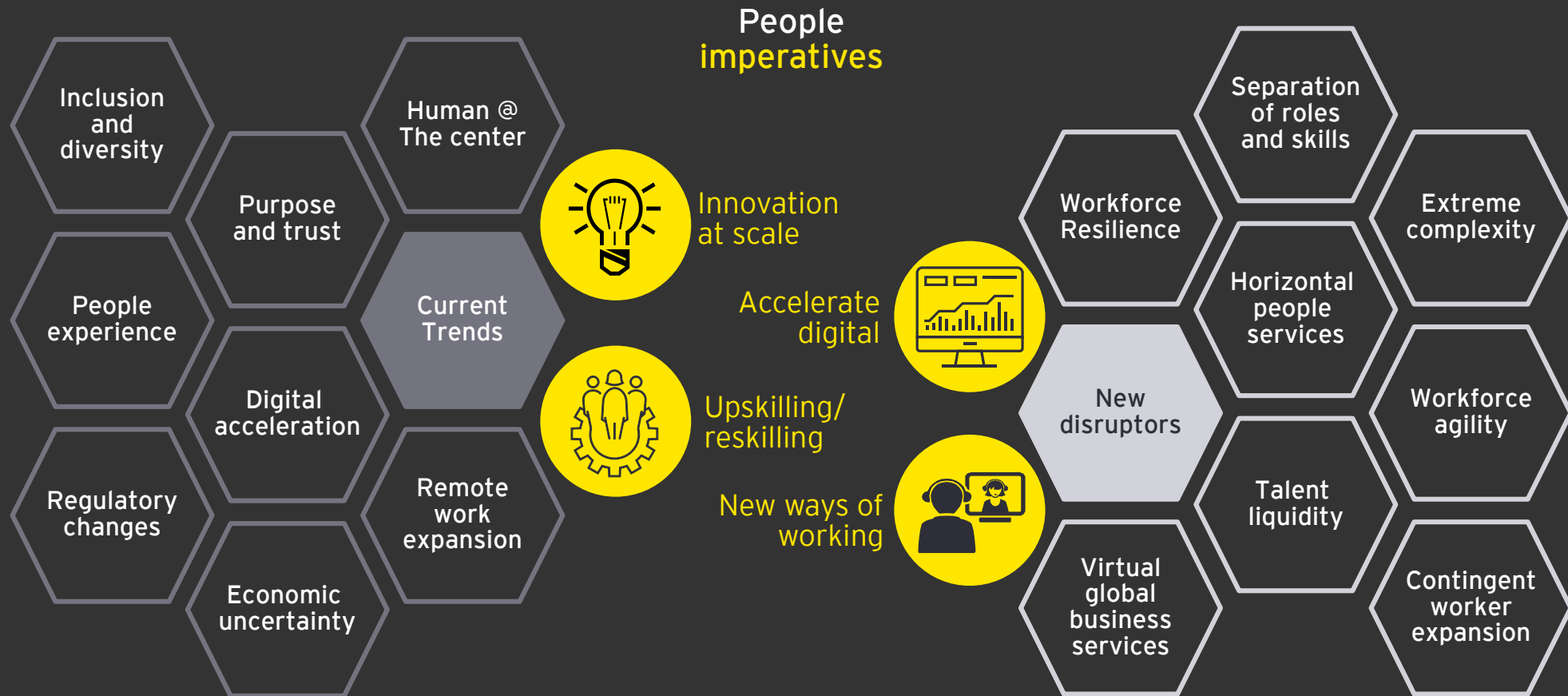
What do you believe are the most impactful trends related to internal audit?

Mentimeter



Trends shaping the people agenda

Recent events have disrupted how organizations approach their people agenda. Some of these trends are not new and others are truly disruptive to the traditional work delivered by HR teams around the world. The magnitude and speed of this impact have brought the future of the people function to life overnight.



Moving from a command & control paradigm to a trust-based paradigm...

Command & Control

People dislike work, they find it boring and avoid it if possible

People must be forced or bribed to make the right effort

People would rather be directed than accept responsibility (which they avoid)

People are motivated mainly by money and fear about their job security

Most people have very little creativity – except when it comes to getting around rules

Attitude

Direction

Responsibility

Motivation

Creativity

Trust-based

People need to work and want to take an interest in it. Under right conditions, they enjoy it.

People will direct themselves towards goals that they accept

People will seek and accept responsibility under the right conditions

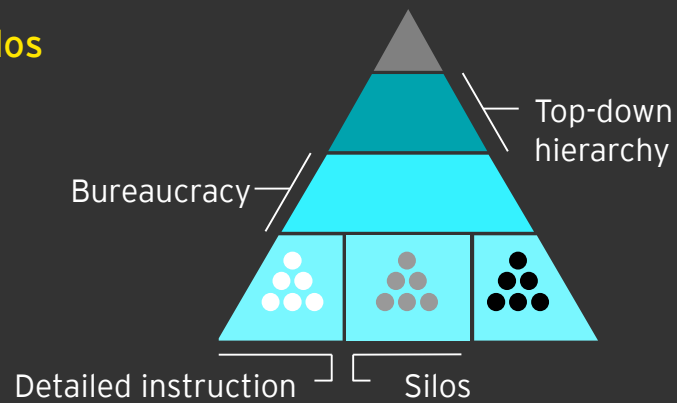
Under the right conditions, people are motivated by the desire to realize their own potential

Creativity and ingenuity are widely distributed and grossly under-used

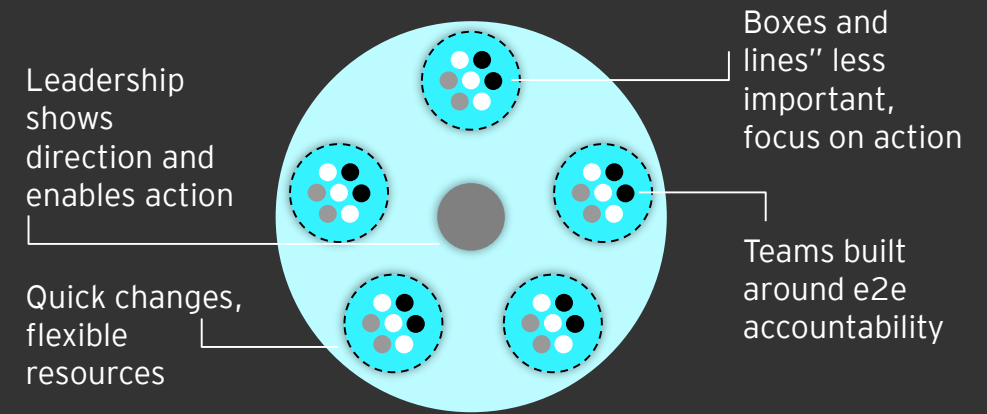
...and further from organizations as “machines” to organizations as “organic systems”

from ... to ...

- **Organizations as “machines”** with hard coded instructions and a rigid blueprint; people fill their assigned roles as “cogs” in the system
- Leaders as **masterminds** who **delegate tasks and instructions** in a top-down manner
- **Protecting most people** in the organizations from stressors and complexity, and **treating information as a scarce resource**
- **Silos**

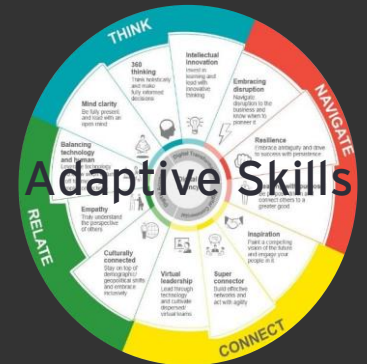


- **Organizations as organic systems**, in which people collaborate quickly and effectively around tasks and product, across boundaries
- Leaders as **catalysts** who **show direction and set up the system** for people to do their jobs effectively
- **Exposing all employees to a certain amount of uncertainty** and stressors to help them grow and stay flexible, and making information by default available
- **Collaboration**



What are the skills that organizations need to thrive, and not just survive?

The Agile Workforce:



New ways of working: the future work archetypes

'The Office' is 'work', but more people do some 'from home', more regularly

'The Office' is central to work and organisational effectiveness, with greater degrees, and different types, of remote work in place

'The Office' optimally connects different modes of work, and employee segments, to each other

'The Office' is not central to work, but is the centre of organisational development and regularly draws people together

'The Office' is not an important part of work. Space is fluid and virtual effectiveness is everything

Work as a Place

Office as Anchor

Office as Connector

Office as Magnet

Work as an Activity



Entirely On-Premises



Entirely Off-Premises



Office Optimised

Unlikely to quit if flexibility not accommodated, have doubts about remote productivity measurement and culture, and expect around 1 day WFH

Hybrid Hopeful

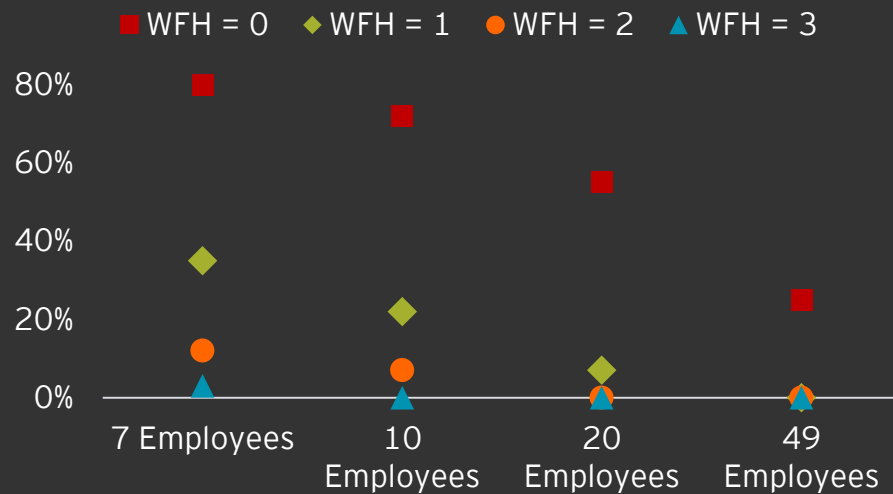
Unlikely to quit if flexibility not accommodated, are positive about productivity and culture lessons and expect 2-3 days WFH

Remote Ready

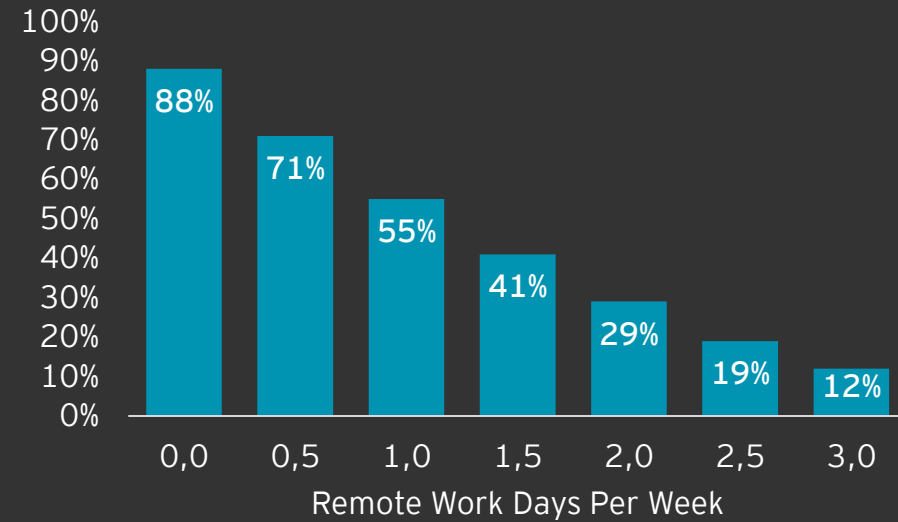
Likely to quit if flexibility not accommodated, are very positive about productivity and culture opportunities and expect 3-5 days WFH

Hybrid work: Productive co-location - individual vs team choices

CHANCE OF 50% OF A TEAM IN THE OFFICE TOGETHER

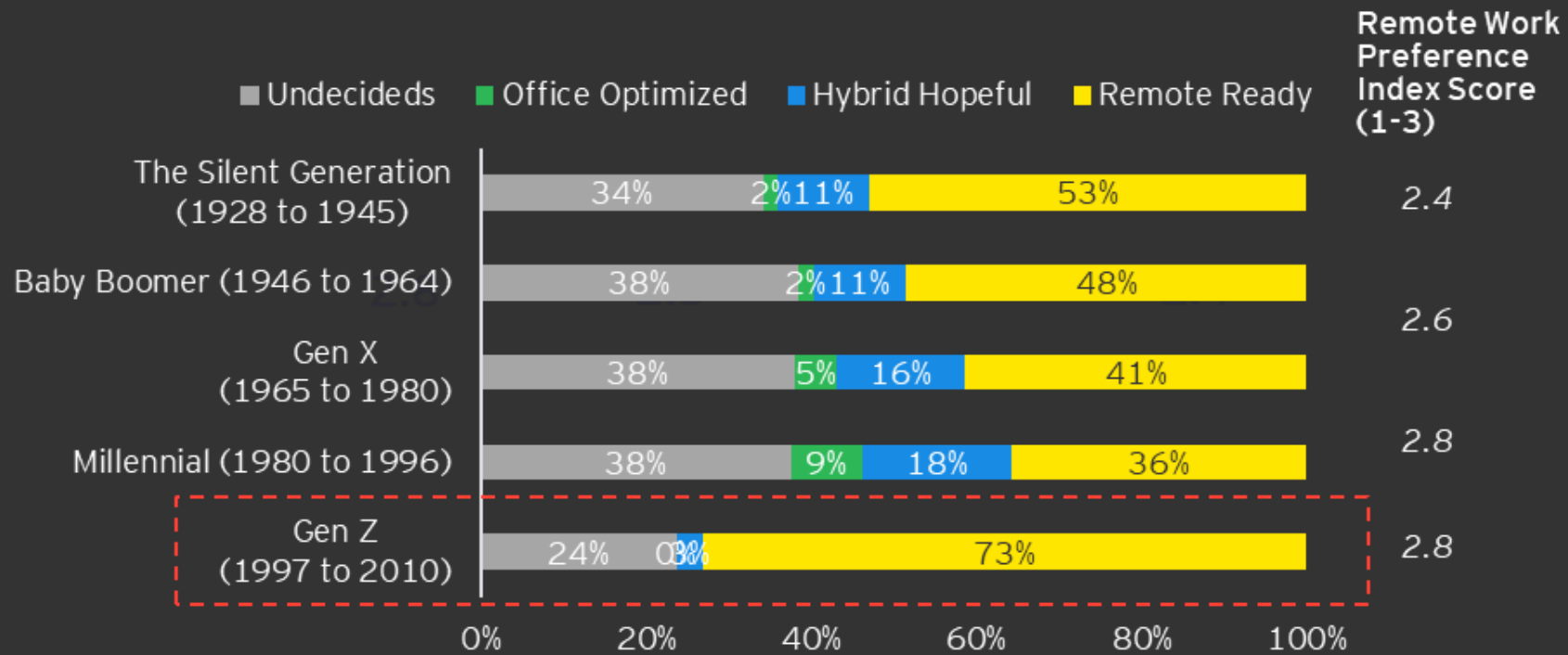


CHANCE OF EMPLOYEE A & B BOTH BEING IN THE OFFICE



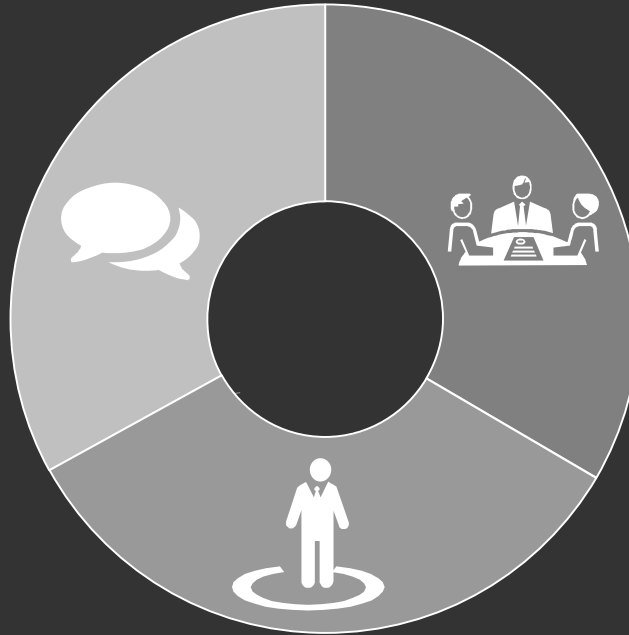
Hybrid work: Employee remote preference segments

By Generation



Who will be the internal auditors of the future?

Trusted advisor to the board of directors and management.



The IA team is diverse in culture, mindset and technical competence.

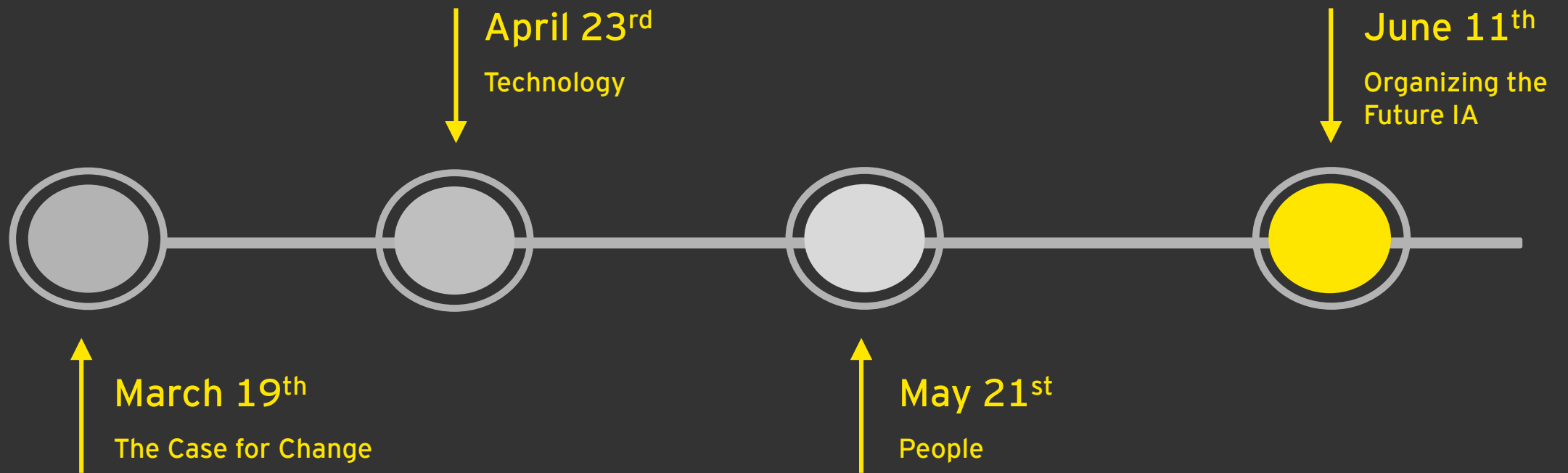


Problem solving, innovative mindset and soft skills are equally valuable as technical and analytical skills.

A woman in a white shirt is standing in a server room, holding a tablet. The room is filled with server racks and glowing lights. A large yellow overlay is positioned in the upper right, containing the text "Wrap-up and next steps".

Wrap-up and next steps

Roadmap for IIA Webinars 2021



A man and a woman are standing in a server room, looking at a laptop. The man is wearing a grey sweater and a blue lanyard, and the woman is wearing a white shirt and a blue lanyard. The server racks are visible in the background.

See you again in three weeks!

Contact information



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