

## Tailored Development for Audit Teams

### Description

### Challenge

Restructuring can be beneficial for an organization. However, the transition period can prove challenging and highlight areas that require improvement or new skills.

Following organizational changes that created a hierarchy within the Internal Audit function at a global oil company, Lead Auditors were given a new mandate, one that required them to be equipped with both the technical and leadership skills to manage and lead successful audits.

In order to maximize the new senior job roles, a new structured approach to training was required. Skills within the organization were strong but in need of refocusing to build on auditing abilities that were required to coincide with business expertise.

### Action

Kaplan's response was to work closely with the client to fully understand the complexities of the new job roles. Together, an intensive 4-day program was developed that combined key technical auditing skills with leadership and appropriate communication elements.

The program was heavily exercise-led, making it interactive and practical. It was also applicable and transferable to the workplace, boosting engagement among the trainees.

The tailored learning covered a wide range of topics, including the following:

- Audit planning
- Developing audit logic
- Testing
- Reviewing
- Influencing
- Communication
- Coaching
- Report writing

### Result

Since moving to the new training model, an improved balance of technical and interpersonal skills has been seen, resulting in audits that are now conducted in a more efficient manner. Those that have undergone the training are now able to confidently and successfully lead audits and manage a team of auditors.

In addition, the quality of audit reports and the articulation of findings and issues are much improved, resulting in a better profile of the Internal Audit function within the business as a whole.

The client was delighted with the results of the development intervention, and the program has become a key, reoccurring feature within their training calendar.

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