



# AGENTS OF CHANGE

INTERNAL AUDITORS IN AN ERA OF DISRUPTION

**Richard F. Chambers,** *CIA, CRMA, QIAL*

- Should We Be “Agents of Change?”
- The “Right Stuff” to Be Powerful Change Agents
  - Business Acumen
  - The Strategic Internal Auditor
  - Relationship-centric
  - An Innovative Mindset
- Parting Thoughts
  - Don’t be a “secret agent”
  - Agents of the Future



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Should We Be  
Agents of Change?



## Agents of Change:

*Internal auditors who are catalysts for transformation that not only protects, but creates value.*



**90%**

Internal auditors should  
function as agents of  
change!

**76%**

Believe management  
supports internal audit  
driving change!

**80%**

Believe their board  
supports internal audit  
driving change!



**50%**

Internal auditor is viewed  
as an agent of change in  
my organization.

**24%**

Internal auditors are not  
seen as change agents in  
my organization.



# Survey of 600 CAEs and Internal Audit Directors:

**Most closely reflects your view on internal audit functioning as an agent of change**

Use both assurance and consulting to enhance value and advocate change at every opportunity	47%
Be a full-fledged partner with executive management to drive change that creates value at every opportunity	27%
Primarily use assurance to protect value and consulting to enhance value and advocate for change	14%
Facilitate change by identifying deficiencies, but management should drive change	11%
Protect value only – do not drive change	1%

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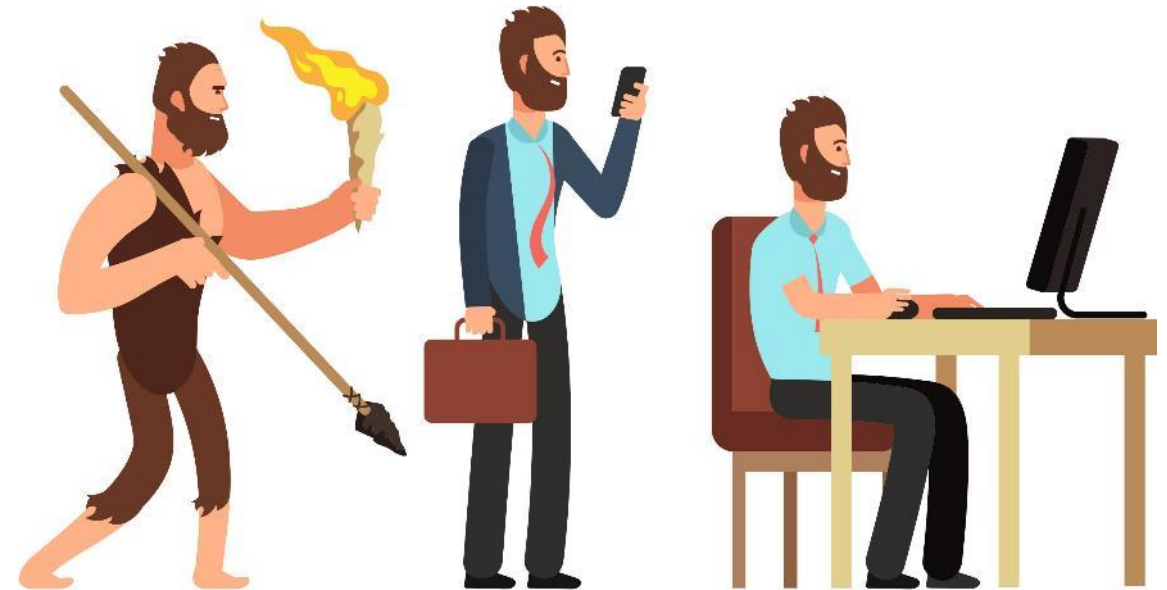


A Legacy  
of Change



## A Legacy of Change

- A product of centuries of change with accelerating velocity
- The imperative for more change
  - Hindsight and insight aren't enough
  - Outdated processes impair responsiveness
- Independence doesn't mean isolation



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## Enacting the Change



## Agent, Change Thyself

- Appetite for change
- 4 targets for change
  - Processes
  - Work product
  - Skill sets
  - Mindset
- Cultivate a culture of change



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The Right Stuff  
to Be Powerful  
Change Agents





# The Right Stuff: Business Acumen

- The #1 attribute for change agents
- General business acumen
  - Financial
  - Marketplace
  - Operational
  - Technology
  - Strategic
- Know your business





# The Right Stuff: Being Strategic

- Strategy starts at home
- Key attributes of strategic internal auditors
  - Vision
  - Perceptiveness
  - Assertiveness
  - Flexibility
  - Patience
- The tactical internal auditor
- Strategy and transformational change





# The Right Stuff: Relationship Centric

- Openness to change: Rooted in trust
- Building blocks of positive relationships
  - Verbal communication skills
  - Nonverbal communication skills
  - Listening skills
  - Networking skills
  - Team-building skills
  - Empathy
  - Emotional intelligence
- Beyond the “trusted advisor”



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## Trusted Advisors and Agents of Change







# The Right Stuff: Innovative Mindset

- Prepare for innovation
  - Free yourself from the fear of failure
  - Create a culture where innovation is rewarded
  - Make risk-taking a more consistent behavior
- Learn to innovate
  - Be open to change
  - Embrace creativity
  - Think big
  - Be courageous
  - Think and act fast
  - Fail fast, fail gracefully
- The COVID-19 pandemic and innovation



“Innovation is the ability to see change as an opportunity, not a threat.”  
– Steve Jobs





# Parting Thoughts

## Agents of Change Aren't Secret Agents

- Recast internal audit's story
- Become indispensable
- Forge an effective communication strategy
- Formally update our story
- The value of communication and marketing

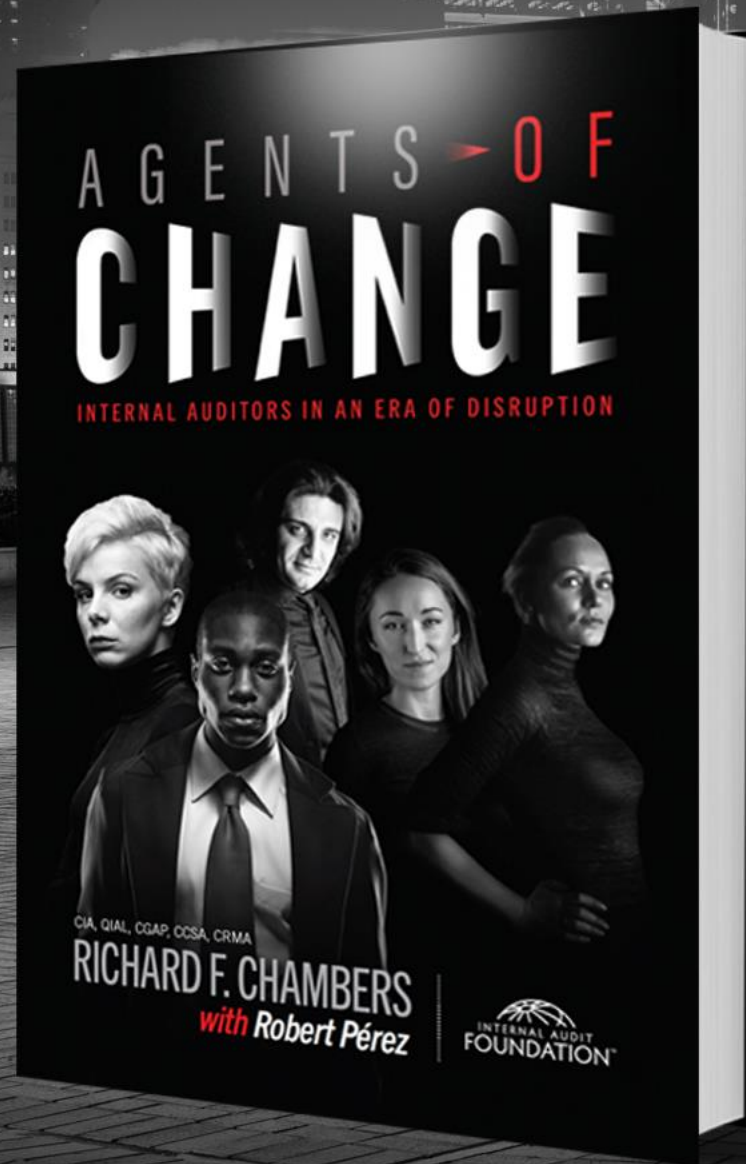


## Parting Thoughts: Agents of the Future

- From “counter of change” to “Agent of Change”
- Become a powerful voice of change
  - Use your voice and speak out
  - Take the first step
  - Communicate, communicate, communicate
  - Tell the story (to inspire others to rally around)
  - Be bold. Be innovative
  - Leverage failures to learn and grow
  - Gain skills as you go
  - Stay focused
  - Generate and appreciate your followers
  - Remember the big picture – and the “little guys”
- Agents of change are among us
- Change is constant: Be an Agent of Change!







# Questions?

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