



# Agile Way of Working

Willem-Jan Megens

# Why...

## ZELFSTUREND

### Zakenbankiers ING moeten vanaf volgend jaar ook 'agile' gaan werken

**Amsterdam** Vanaf volgend jaar moeten ook de zakenbankiers van ING aan de veelkleurige post-its. De divisie wholesale van ING gaat dan namelijk ook volgens het agile-systeem werken. Ze gaan samenwerken in zelfsturende teams die bestaan uit mensen van verschillende afdelingen.

Volgens een woordvoerder van ING gaat de zakenbank vanaf 2018 stapsgewijs over op het werken in scrums, squads en tribes. Het is een van de plannen voor de komende jaren die het hoofd van ING wholesale Isabel Fernandez gisteren ontvouwde.

In eerste instantie gaan de ING-werknemers die het betalingsverkeer en het cash-management uitvoeren voor bedrijven over op agile. Daarna

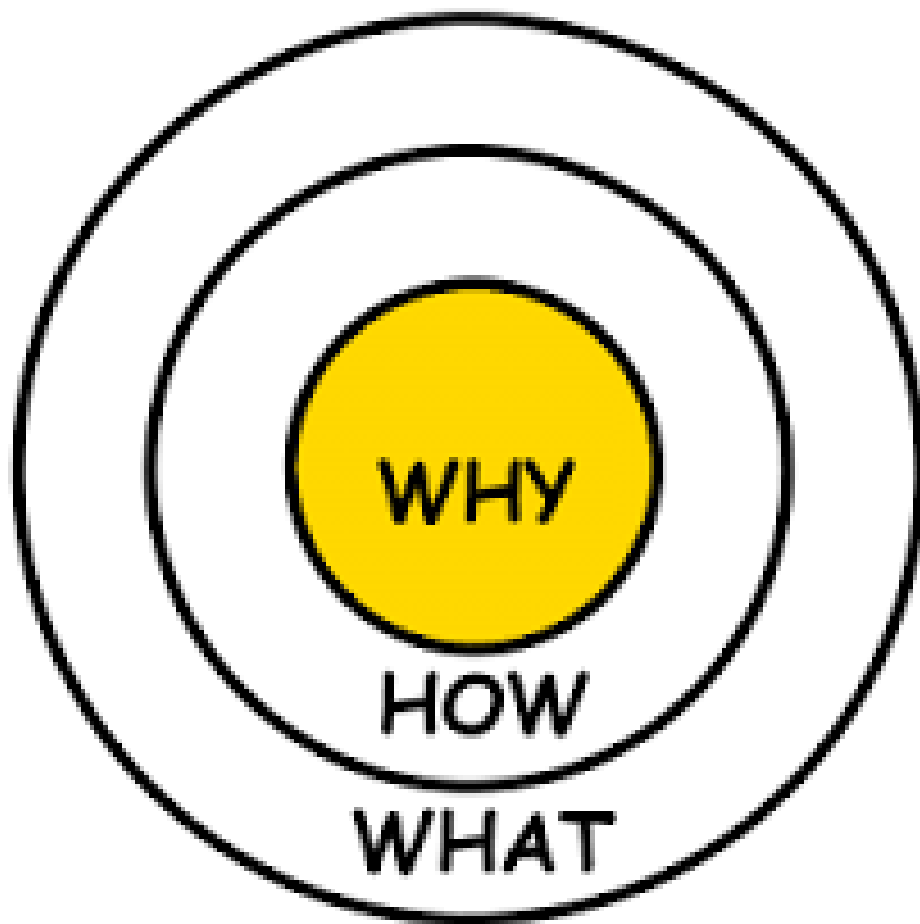
volgt stapsgewijs de rest van de divisie wholesale, dat leningen verstrekt, kapitaal ophaalt voor bedrijven en advies geeft bij fusies en overnames.

ING wholesale gaat volgens Fernandez ook meer gebruikmaken van data-analyse en -management, 'om de behoefte van klanten beter te begrijpen en erop te kunnen anticiperen'. **fd**



FOTO: REUTERS

# Why...



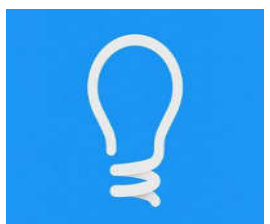
# A few steps back in time...



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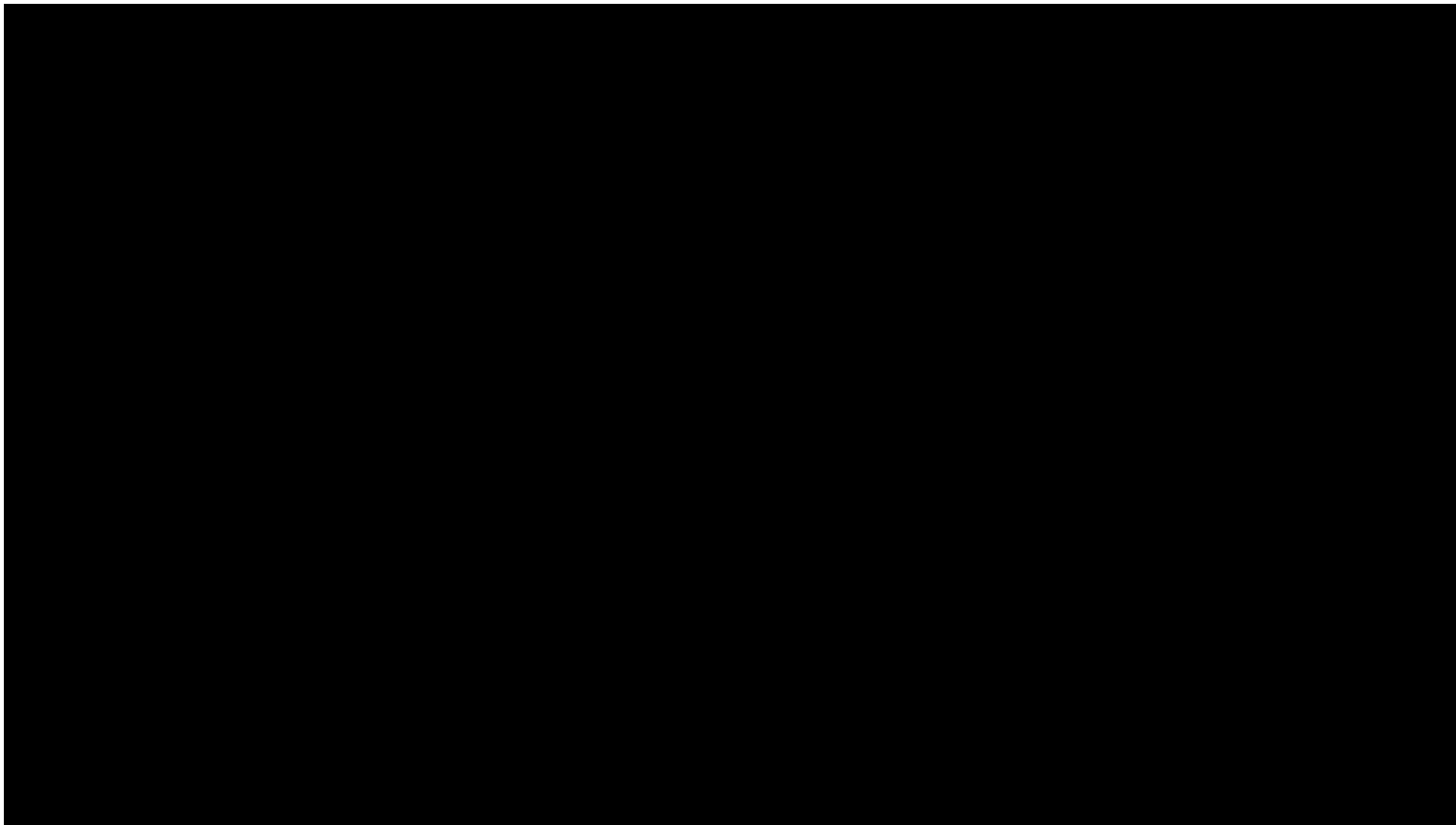
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BusDevOps

# Agile within ING...



# One customer experience worldwide...



We have a plan to unite ING

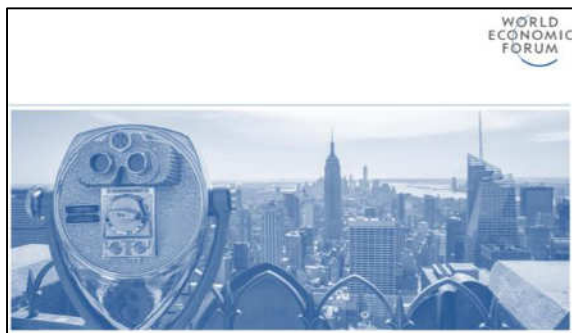
- **Unite** support functions
- **Unite** foundations
- **Unite** businesses
- **Unite** customer experience

# Buzz Master...

**When a company works agile, then its Internal Audit function should also work agile.**

Agree / Disagree?

# Digital transformation and disruption...



Although the demand for independent “diagnostic” services will still be there ....

⇒ Content and service delivery expectations will be significantly different

⇒ The tools and skill sets to provide such services will be different too





# Trends already emerging...



Data (multiple sources and real time)



Differentiating customer experience via new Platforms and Eco-Systems



Pressure to reduce cost base calls for intensified automation/ robotisation

# The future for Internal Audit...

- **Technology auditors** will be the business auditors
- The **shelf-life** of audit reports will be significantly reduced
- **Data** becomes an indispensable part of every audit
- The concept of audit planning **cycle will be irrelevant**
- Relevance of traditional Audit programmes diminishes as **new risks emerge fast**
- Knowledge of **regulations** will remain a key priority
- **Skill sets** of the internal audit function need to be adapted
- **Behaviour and culture** will be **the ultimate safeguard** of a sustainable control environment

# The future for Internal Audit **IS NOW!**...

Which immediate priorities have we been focussing on:

1. Invest now on **specialist skills** (e.g. data, technology, models and behavioural).
2. Experiment **alternative assurance products** to assess innovations and milestones that allow quicker time to market
3. Introduce **automated information sources** as factors underlying risk based audit planning
4. Embedding of **Data Analytics capabilities** across all staff
5. Develop assessments of **behaviours/culture** in each audit and behavioural skills in auditors.



# Challenges in the meantime...

Completing the audit plan

Responding the new risks

Risks and Controls oriented

Use influence to effectuate change

Quality of reporting and documentation

Speed

Hierarchical supervision

Inspire through purpose and craftsmanship

Next we need to change our **mindset** and show **leadership**

