

# Developing Appropriate Skills and Behaviours

*Relevant content; excellence in delivery; embedding changes in behaviour to drive results*

**Strong and credible risk, governance, assurance and control relies on individuals having the necessary skills and behaviours. This is not something that can simply be taught from a text book, but requires lived experience, supported by interventions that provide individuals with the confidence to know they are responding appropriately.**

**Front-line managers** need to be able to articulate the risks they are taking, identify the controls and strength of those controls, and demand appropriate assurance and re-assurance that the controls are operating in line with their appetite for risk.

**Professionals** tasked with the responsibilities of performing specialist risk and assurance roles, including Internal Audit, may have a deep background in this field, but need to evolve and become increasingly agile and responsive to new business priorities, or may come from other disciplines and need to adapt their skills to apply them in a risk and assurance context.

**Leaders** across the organisation need to have confidence in asking appropriate questions and demanding the right information to know that risks are being managed appropriately and individuals are behaving in accordance with the purpose, values, policies and standards, and appetite for risk of the organisation.

## How we work with you

We listen and understand your needs and priorities understanding that there is not a “one-size fits all” solution.

We combine first-hand in-house experience as leaders in our field, with deep learning specialism.

We access proven materials working with an establish provider to save time and expense for our clients.

We don't just provide classroom learning, we develop integrated digital and virtual solutions and help you to embed the learning.

## Collaborating for success

We are partnering with **Maltway**, an establishing learning and development provider with 15 years of experience delivering programmes to clients across a range of sectors. For each project Maltway draws upon the experience of professionals who combine deep learning design and facilitation experience with the relevant subject matter. Maltway is also comfortable developing virtual learning approaches to integrate with face to face learning solutions. We believe that this partnership creates a unique proposition.

# Our network's behavioural experience

## Improving controls awareness and responsiveness

Our client had experienced breakdowns in core controls resulting in a profit warning. They had many activities documented as controls, but end-to-end process risks were not understood and the verification of controls was an after-thought, performed for compliance purposes. We designed and facilitated training for all finance managers, and for non-finance individuals in areas such as customer service and procurement with responsibility for activities that served to mitigate financial risks. We delivered training to more than 500 individuals on a timely basis alongside a controls improvement programme where learning was immediately put into practice. As a result, the organisation moved to a formal level of maturity in their tested control environment.

## Improving accountability for risk and empowering decisions

Whilst risk management was considered to be a core competency for this organisation's management teams, in reality their understanding and approach varied substantially. In the context of a new globally consistent framework for risk, we designed and facilitated workshops, using their new risk, control and assurance tool, to embed a common language and understanding and language that enabled the most senior leaders in the organisation to work together to establish their appetite for risk and be clear about the assurance requirements that would add value. The result was a more efficient approach, clearer accountability and the enhanced ability to make appropriate, fact based decisions, including empowering the leaders to take more risk where appropriate.

## Effective business partnering

An international insurance business recognised the need for their Internal Audit and Compliance functions to become more relevant and engaged through credible business relationships. We developed a programme for individuals at all levels involving tailored and appropriate case studies to bring example of real issues and to enable discussion and development of skills including influencing, conflict management, communicating with empathy, building trust, coaching, understanding personality types, leading change and business analysis. The programme was delivered globally to more than 400 participants initially, before being extended to additional functional teams.

## Influencing for impact

A leading global bank recognised the need for Internal Audit findings to be accepted and acted upon more effectively. To achieve this auditors needed to build more effective relationships and ensure that actions are pragmatic and appropriate. We designed tailored case study role plays supported by inputs of relevant tools and enable videoing so that the learning can be repeated and revised. This has become a core element of the development programme and the initial delivery was extended from 10 to 70 deliveries.

## Interviewing and investigative skills

We have delivered programme for multiple clients, particularly in the financial services sector, to develop participants confidence in gathering evidence quickly through leading edge interviewing techniques. Participants practice interview skills in role play scenarios, observed by experienced facilitators and peers, leaving them with a toolkit of skills to develop further. The programme can be delivered both in a classroom environment and through virtual on-line learning.