KOENIG SOLUTIONS · COURSE OUTLINE

Auditing Culture

1 Day	5	14
DURATION	MODULES	TOPICS

COURSE OVERVIEW

Presented in partnership with James Paterson, of Risk & Assurance Insights LTD: Risk and control issues are increasingly attributed to cultural weaknesses or conduct issues in the sales process. This course will examine what we mean by culture and conduct (including sub-cultures). It will clarify how to understand culture/conduct and the differences between this and the control environment and behavioral risk. This course will not "sell" a particular approach to auditing culture but will equip auditors to be able to "see" culture, conduct and behavioral risk more clearly and develop savvy ways to approach the topic with discipline and rigor, not least the latest Global Internal Audit Standards. It will give auditors the ability to confidently engage with this topic in ways that will clarify priorities for audit plans, recognizing potential regulatory interest, as well as good practices and pitfalls to avoid in audit assignments.

WHO THIS COURSE IS FOR

- This course is suitable for internal auditors, senior auditors/audit management, chief audit executives, compliance officers and risk managers. It could also be useful for HR professionals responsible for assessing and managing organizational culture and conduct.

PREREQUISITES

- Participants should have a foundational understanding of internal auditing principles and practices. Basic knowledge of risk management, governance, and organizational behavior will be beneficial.

LEARNING OBJECTIVES

What You Will Learn

- Understand the key elements of culture, conduct and behavior including key drivers.
- Understand some of the key regulatory developments concerning culture, conduct and behavioral risk.
- Understand different ways to measure culture/conduct but also the ways in which sub-cultures and behaviors can make this a challenging area to address with rigor.
- Consider the way culture/behavior interact with GRC processes and vice versa.
- Understand the different ways to approach a culture engagement and how to factor in the work of other functions (HR, Risk and Compliance).
- Integrate root cause analysis with your work on culture and conduct.
- Consider practical next steps you might take.

COURSE SYLLABUS

5 Modules, 14 Topics

01

Fundamentals

TOPICS

- Definitions of culture, conduct and behavior
- Key models
- Major regulatory developments

02

Where does culture come from?

TOPICS

- Sub-cultures – country cultures and behaviors
- Differences between the espoused and real culture – understanding defensive routines
- Taking a systemic approach to understanding organizational and psychological factorsthat influence culture

03

Why is culture hard to measure

TOPICS

- Biases surrounding staff surveys of culture – question selection, responses and action planning
- The link between risk appetite and risk culture and the problem of finding suitable criteria when looking into culture/conduct and behavior

04

Practical approaches and good practices

TOPICS

- Paying attention to audit behaviours and management attitude towards audits
- Root cause analysis and culture
- Thinking critically how to deal with external consultants and the models they propose
- Practical first steps

05

Looking ahead

TOPICS

- Recognising the limits of internal audit in this area – the risk of taking on a management role and of false assurance
- What does a maturity framework look like when considering culture, conduct and behavioral risk – initial thoughts around how this area will impact an internal audit strategy

DELIVERY NOTE

How It Is Delivered

- Format: Online
- CPE hours available: 8
- Advance preparation: Pre-read of a 3-4 page briefing document and 1 page questionnaire will be issued to save time during the course and clarify expectations.

WHAT IS INCLUDED

Everything You Need to Succeed

- Koenig course material for every module
- Delivery by certified instructors and subject matter experts
- Hands-on exercises throughout the course
- Course completion certificate from Koenig

ABOUT KOENIG

Who We Are

Established in 1993, Koenig Solutions is a globally recognised training provider with 35+ technology partnerships, 5,000+ training programmes and a network of certified instructors and subject matter experts, supporting individuals and enterprise teams worldwide.

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