

JUNE 19

Fostering audit quality through culture & professional behaviours

MOVING AUDIT TEAMS FORWARD 2.0

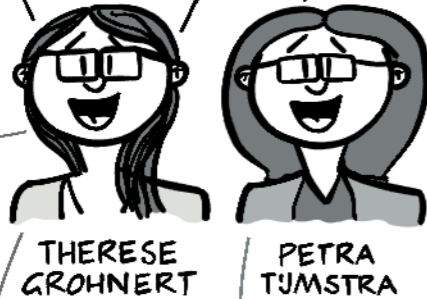
THIS PROJECT WE STARTED WITH **SHARED CURIOSITY:**

WE WERE VERY INTERESTED IN **JUDGMENT QUALITY!**

HOW TO DEAL WITH **HIERARCHY?**

HOW TO DEAL WITH **COMPLEXITY?**

WE CREATED A COMBINED TEAM OF ACADEMICS & PRACTITIONERS: **SHARED LANGUAGE**



THERESE GROHNERT

PETRA TUMSTRA

CO-CREATION, WE MADE A **SHARED BUSINESS CASE**

WE WENT FOR A **CHANGE PERSPECTIVE, "A LONG TERM APPROACH"**

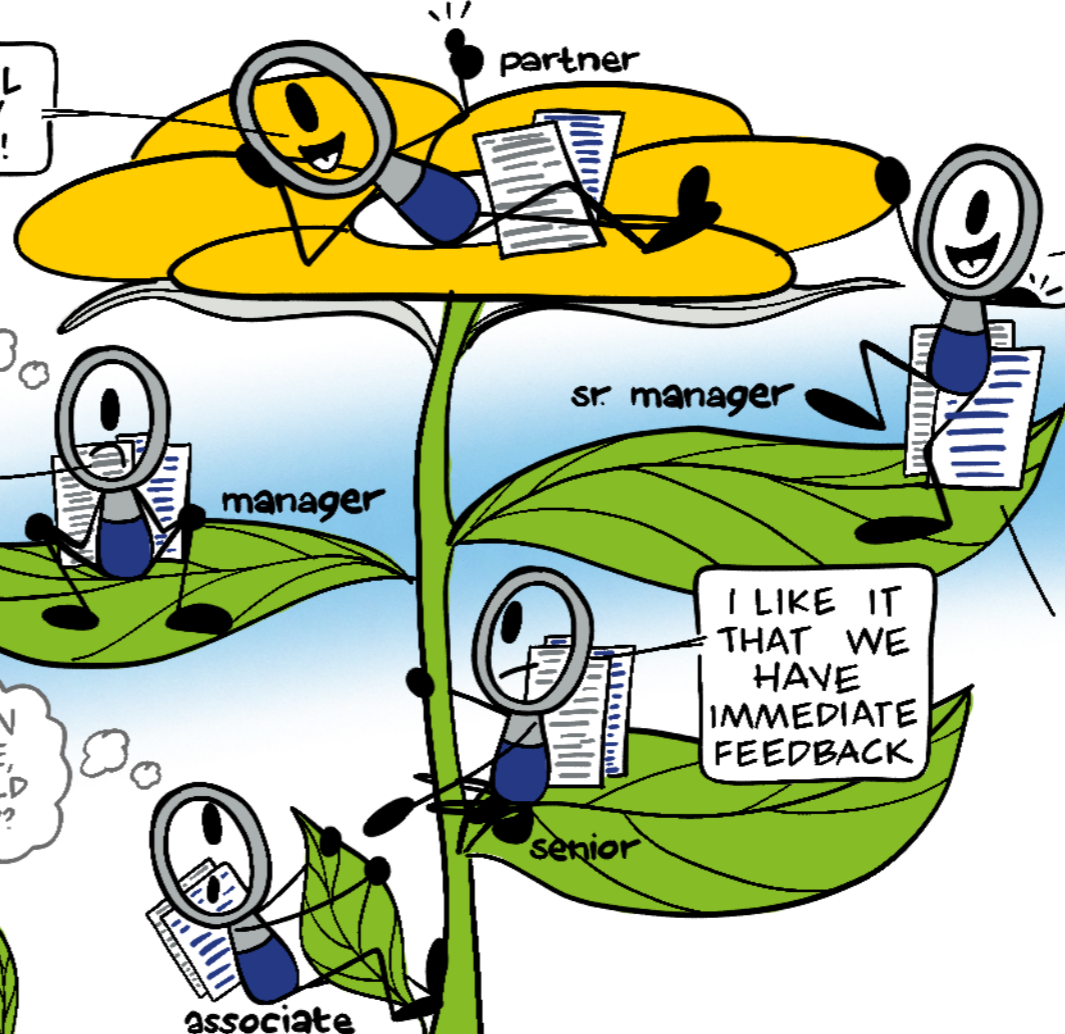
I FEEL VERY SAFE!

I FEEL THE LEAST SAFE HERE...

I THINK WE NEED A STRATEGIC TIME-OUT!

I'M JUST AN ASSOCIATE, WHY SHOULD I SPEAK UP?

I'M ALLOWED TO GROW!



HAVING A TOUGH CONVERSATION IN A RESPECTFUL WAY, THAT'S WHAT WE NEED!

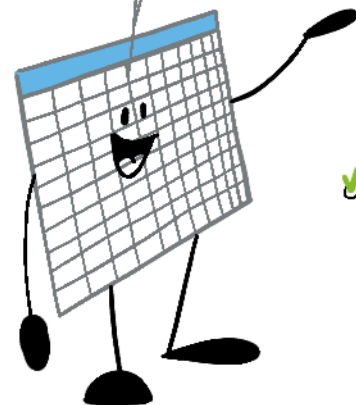
BEHAVIORAL MANAGEMENT ROLES

OUR APPROACH:



A GOING CONCERN JUDGMENT CASE

DATA COLLECTION WAS PART OF THE ANNUAL EDUCATION PROGRAM OF THE FIRM



create a Safe Learning Environment

- ✓ MAKE CONNECTIONS
- ✓ BE PRESENT & LISTEN
- ✓ RECOGNISE VALUE THAT EACH PERSON CONTRIBUTES
- ✓ BE VULNERABLE
- ✓ "ALL PERSPECTIVES MATTER"

including Stepping back & Reflecting on one's approach!

- ✓ WHAT IS GOAL? ATTENTION POINTS?
- ✓ HOW TO APPROACH TASK?
- ✓ WHO HAS EXPERIENCE?
- ✓ HOW DO WE HOLD EACH OTHER ACCOUNTABLE?

FOUNDATION FOR **AUDITING RESEARCH**

www.foundationforauditingresearch.org

FAR CONFERENCE 2023

Auditors and their Judgments