

ICAEW KNOW-HOW
AUDIT AND ASSURANCE FACULTY



What makes a good audit manager

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Today's presenters



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Ask a question



To ask a question

Click on the **Q&A** button in the bottom toolbar to open the submit question prompt.

Type your question and click send

NOTE: If you wish to ask your question anonymously check the **send anonymously** box shown on the illustration.

Contents

What's it all about?!

Managing people

Managing the project

Managing stakeholders

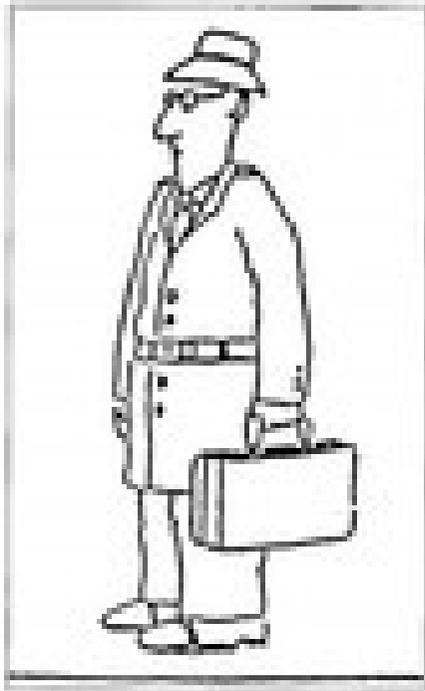
Managing the technical elements

Managing you

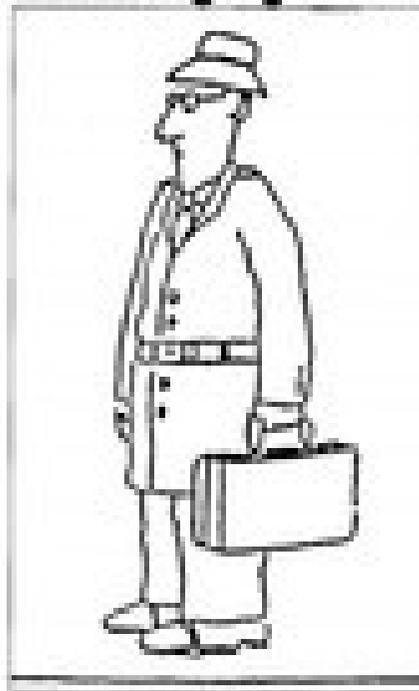
Wrap up & questions

The modern accountant?

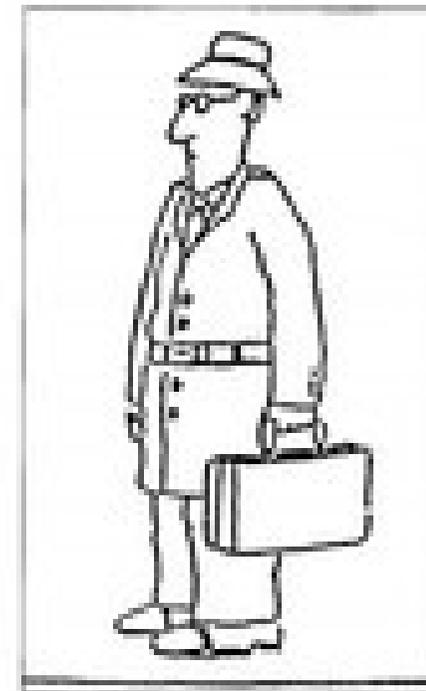
Experience the raw gut-wrenching drama of human conflict through accounting right here!



PREPARING TO DO BATTLE

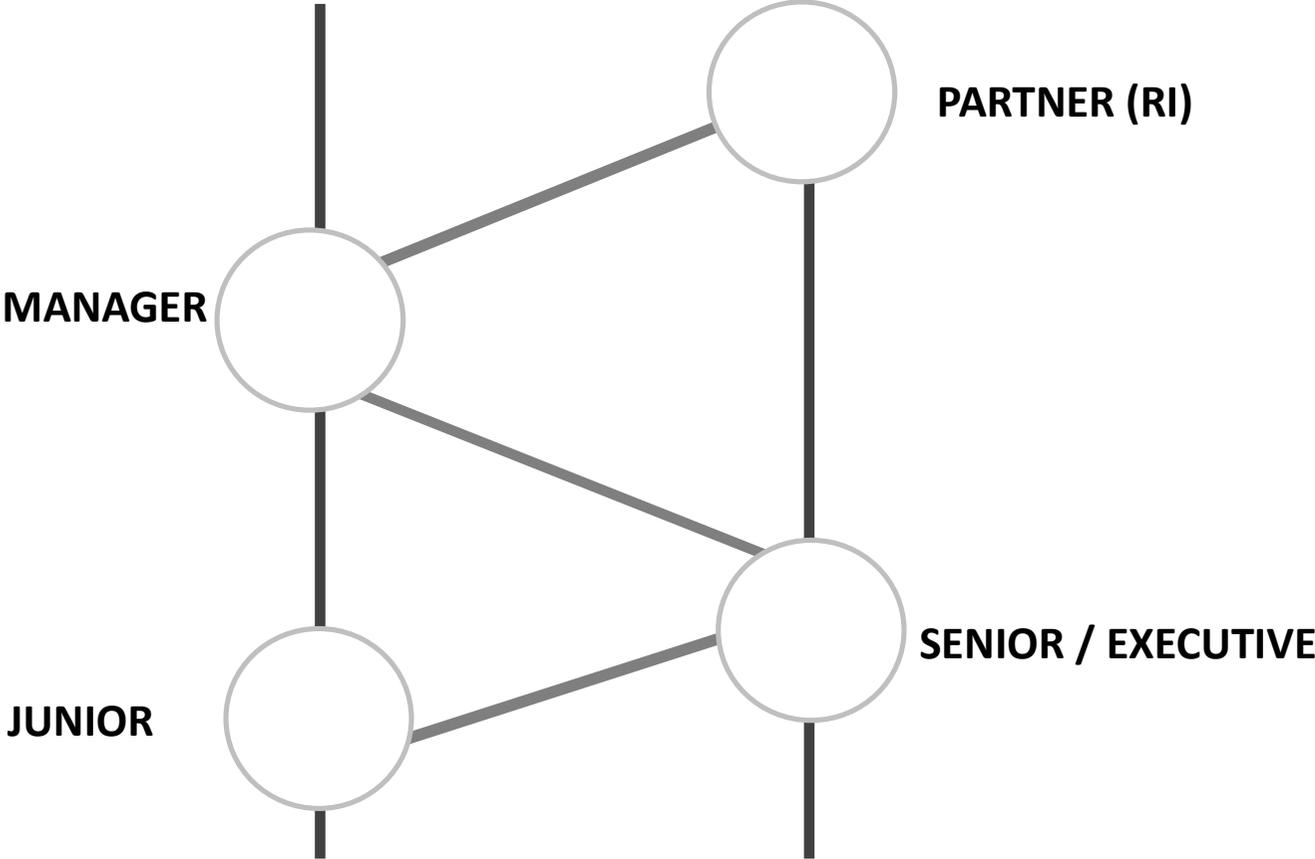


THE THRILL OF VICTORY

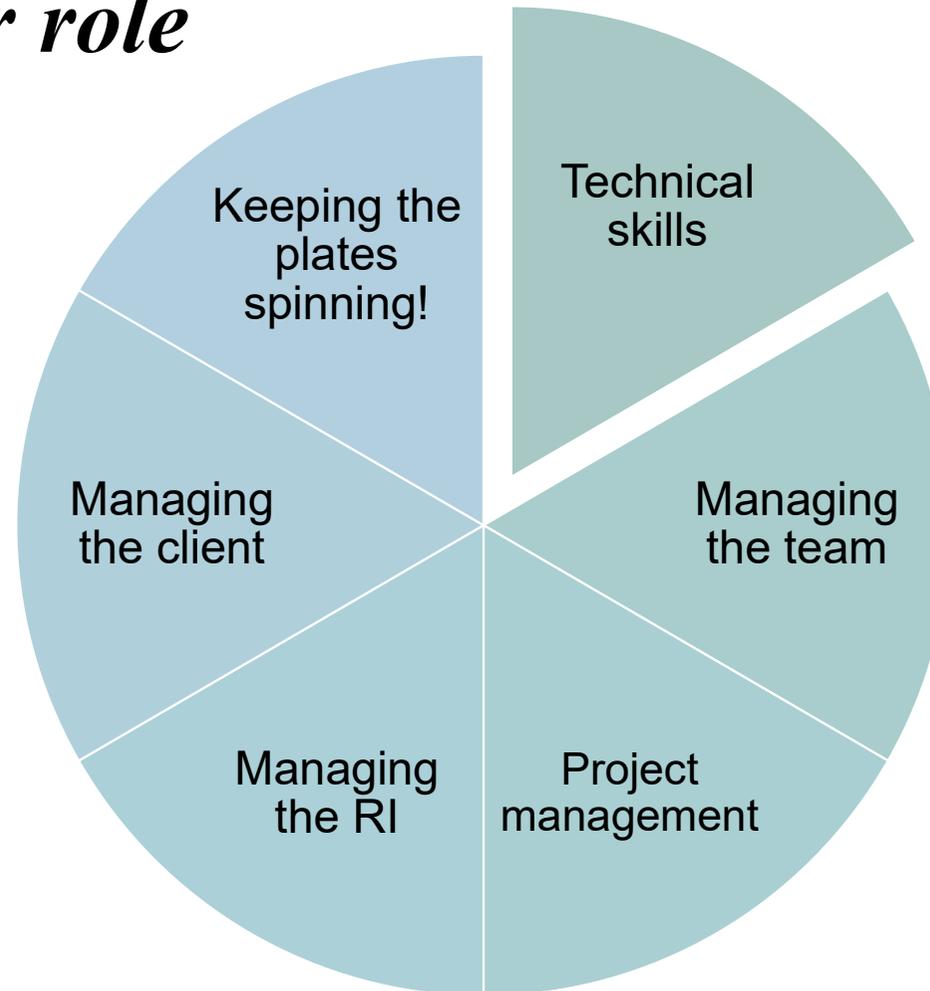


THE AGONY OF DEFEAT

Job Components

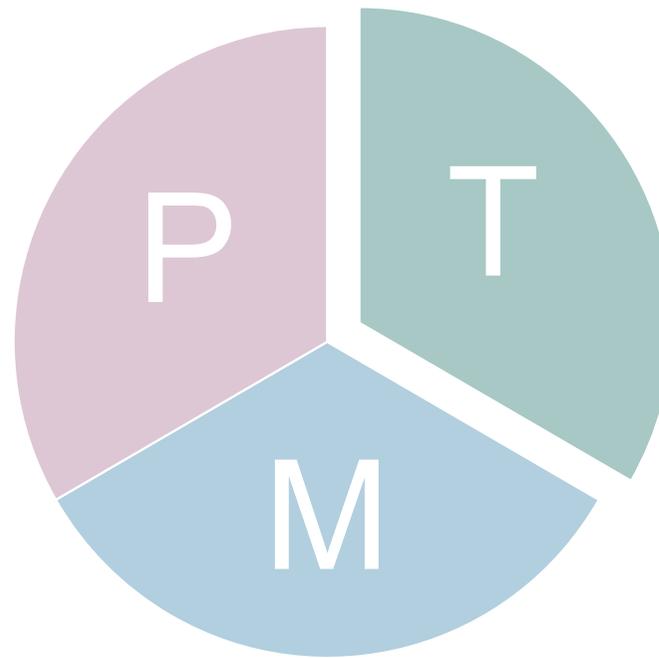


The audit manager role



Your changing role

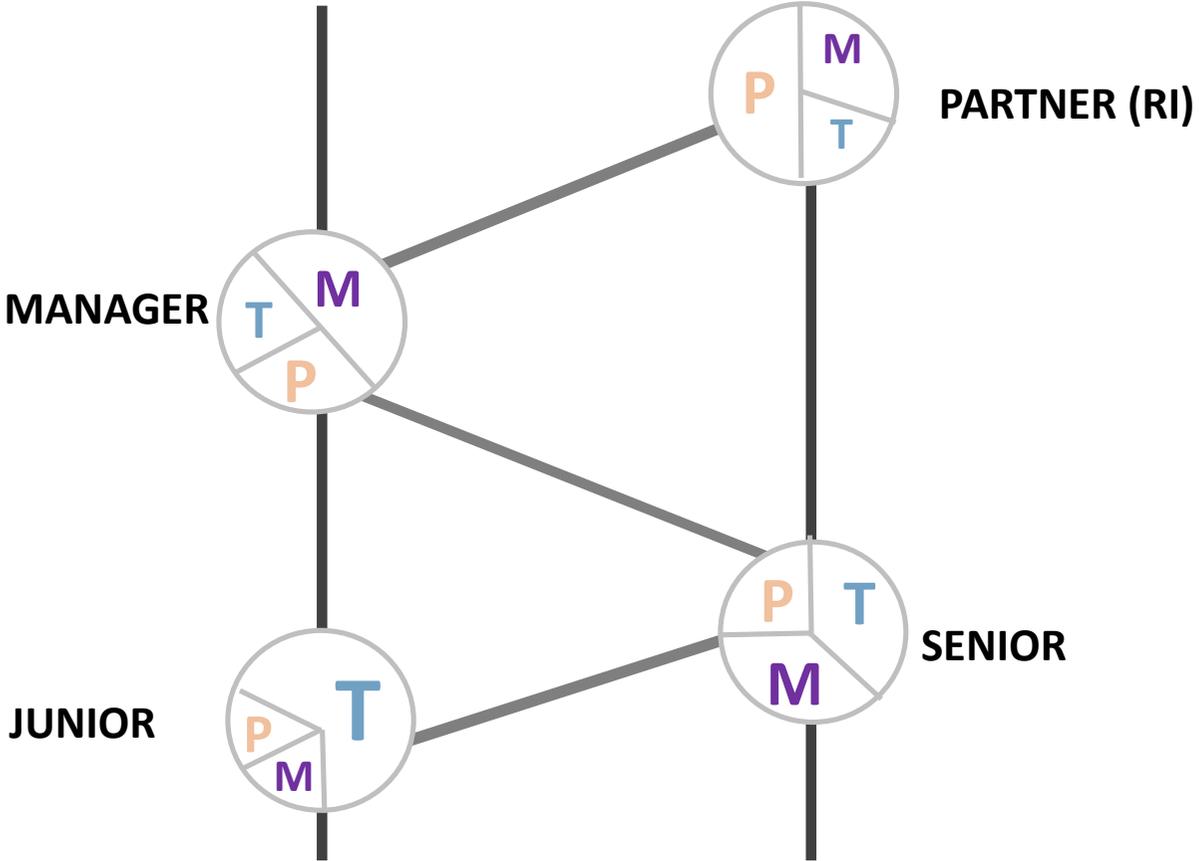
Professional
Values and
Judgement



Technical
Competence

Management
Skills

Job Components

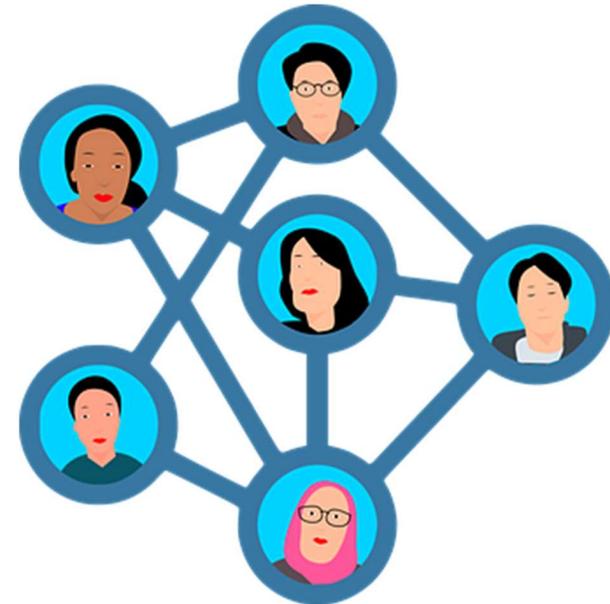


'A major shift in skills, time application and work values must take place at each leadership passage'
'The leadership pipeline' (Charan, Drotter, Noel)

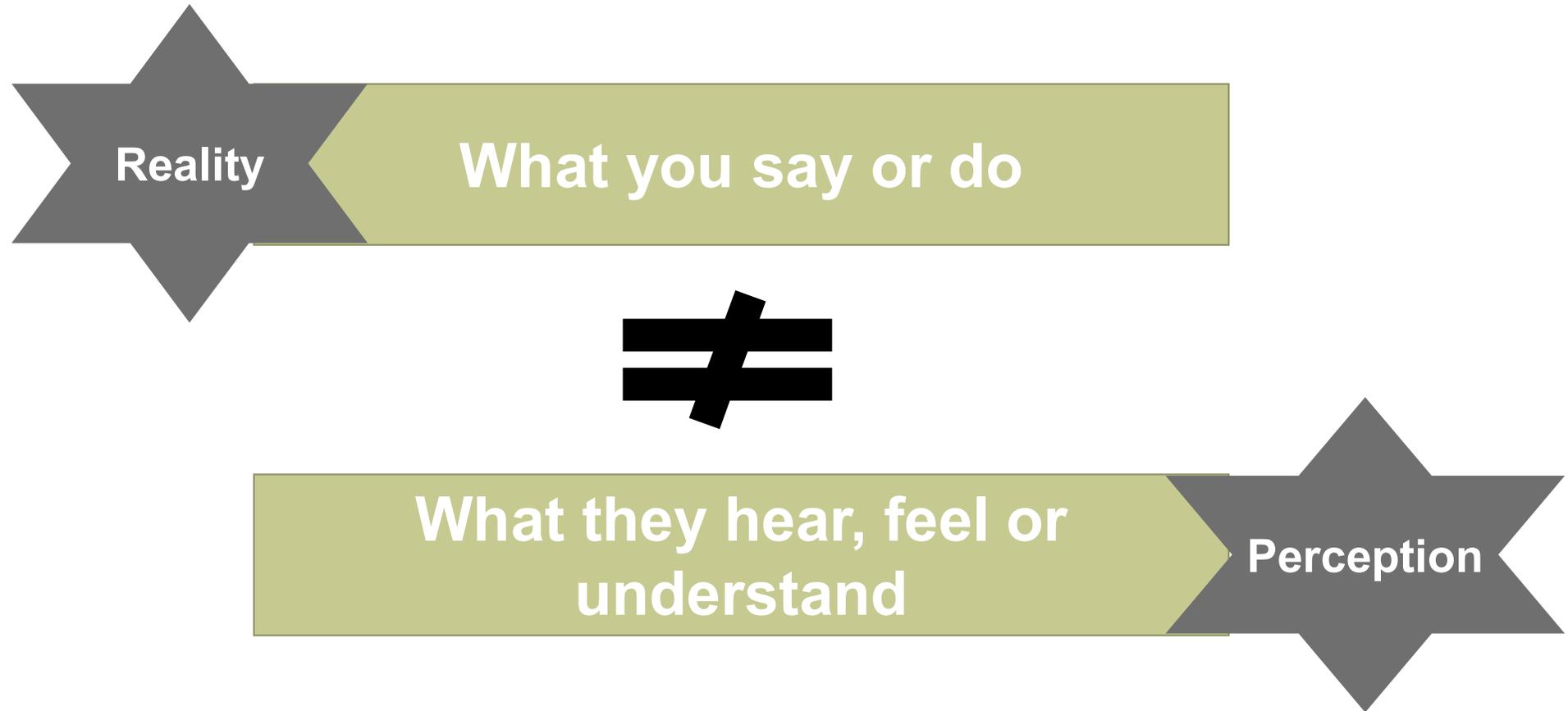


Managing People

Getting things done through others



Setting expectations



Getting the balance right

A junior member of the audit team is constantly contacting you with questions about their work. You're encouraged that they want to get it right, but you're struggling to get other things done

- Encourage challenge
- Set tone and be available
- Not too hands on?
- Coach others to coach
- Challenges with remote auditing
- When will you be available?



Managing the Project

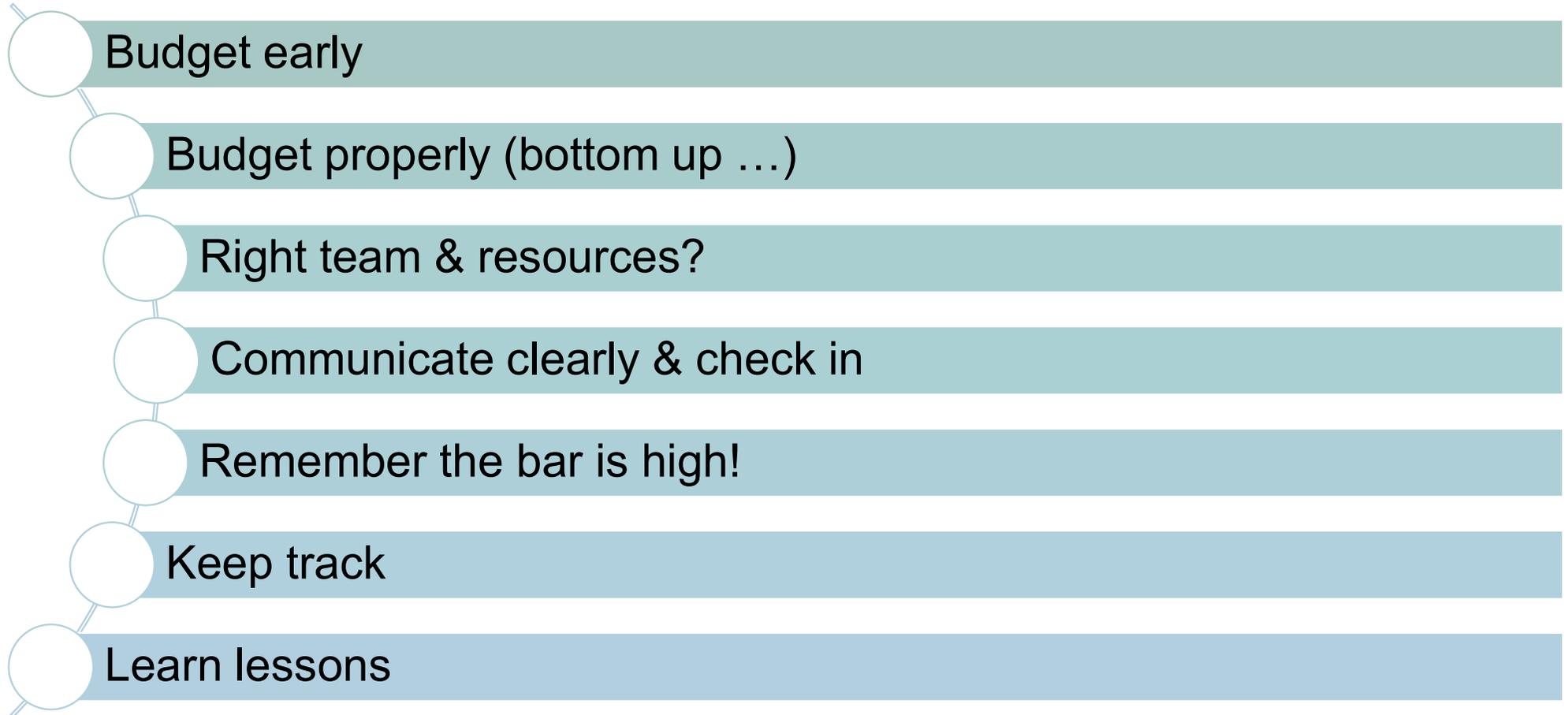
Things to balance ...



Not having a plan
Putting off difficult conversations
Clients not delivering
Insufficient staff resources

... and what goes wrong

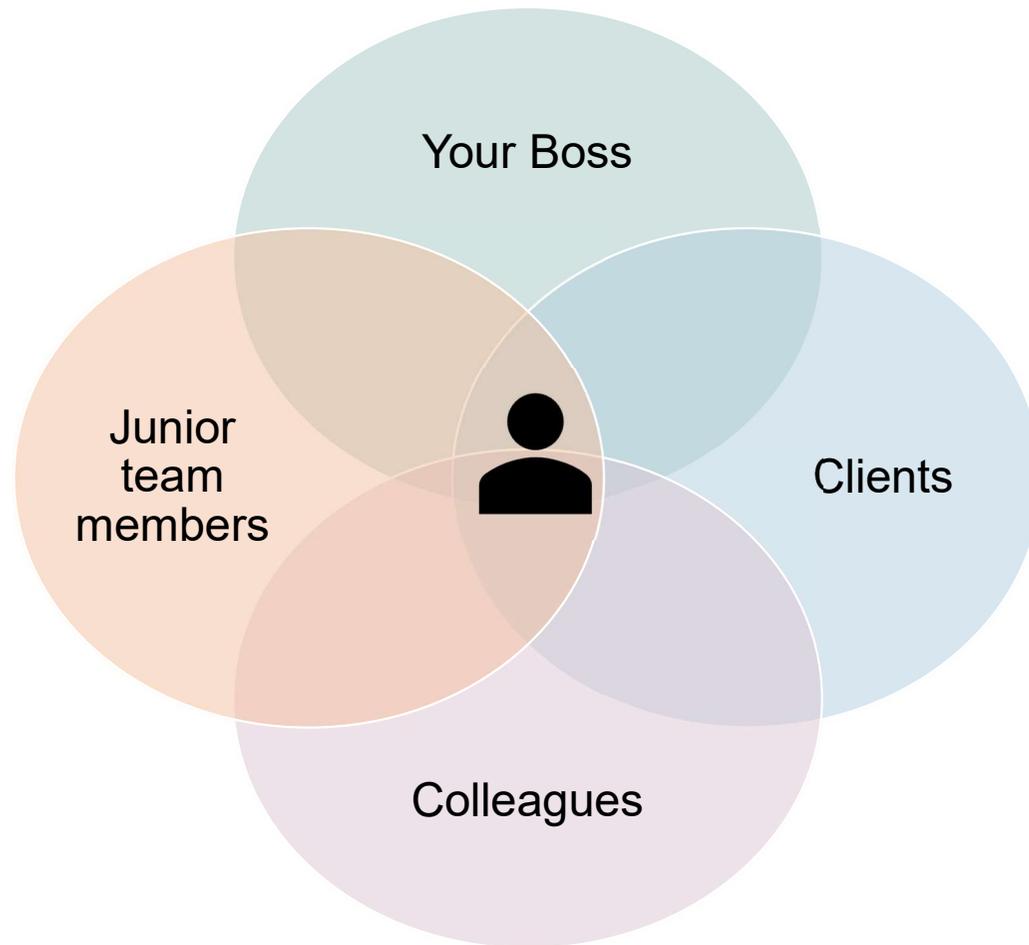
Budgeting

- 
- Budget early
 - Budget properly (bottom up ...)
 - Right team & resources?
 - Communicate clearly & check in
 - Remember the bar is high!
 - Keep track
 - Learn lessons



Managing the Stakeholders

Key relationships



Competing Demands



- Communicate
- Communicate early
- Communicate often
- Communicate assertively
- Listen and reflect



Managing the Technical Element

Scenario

You are the auditor of Willows Group, a £20M turnover care home operator.

The going concern review factors in the support of the parent company. However, there is potentially some uncertainty over the likely need for that support and the parent's ability to provide it.

The audit needs to be signed off in the next two weeks. What are the important considerations for you as manager when performing the going concern review?

What good managers do



Apply ISA 315 well



Get RIs involved



Make the case for professional scepticism



Develop reviewing skills

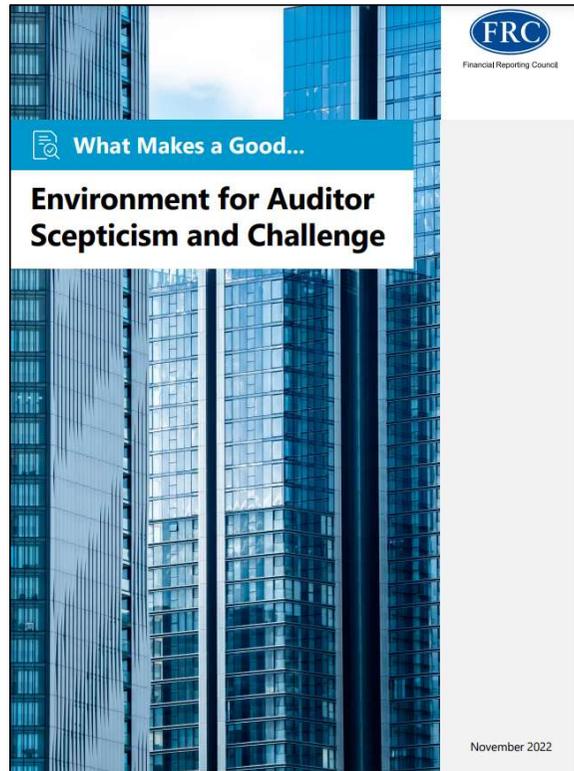


Sharpen the saw



Delegate authority but not responsibility

FRC guidance



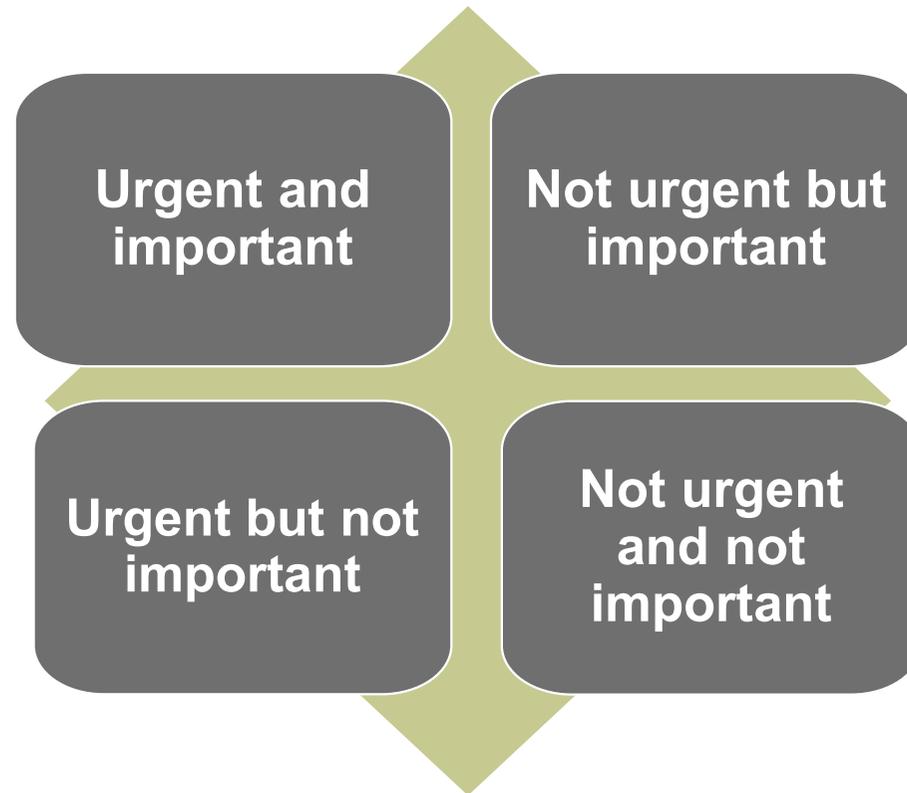
‘Some firms mandate full team discussions at set points in the audit to drive timely debate of key judgements’

What Makes a Good Environment for Auditor Scepticism and Challenge November 2022
(frc.org.uk)

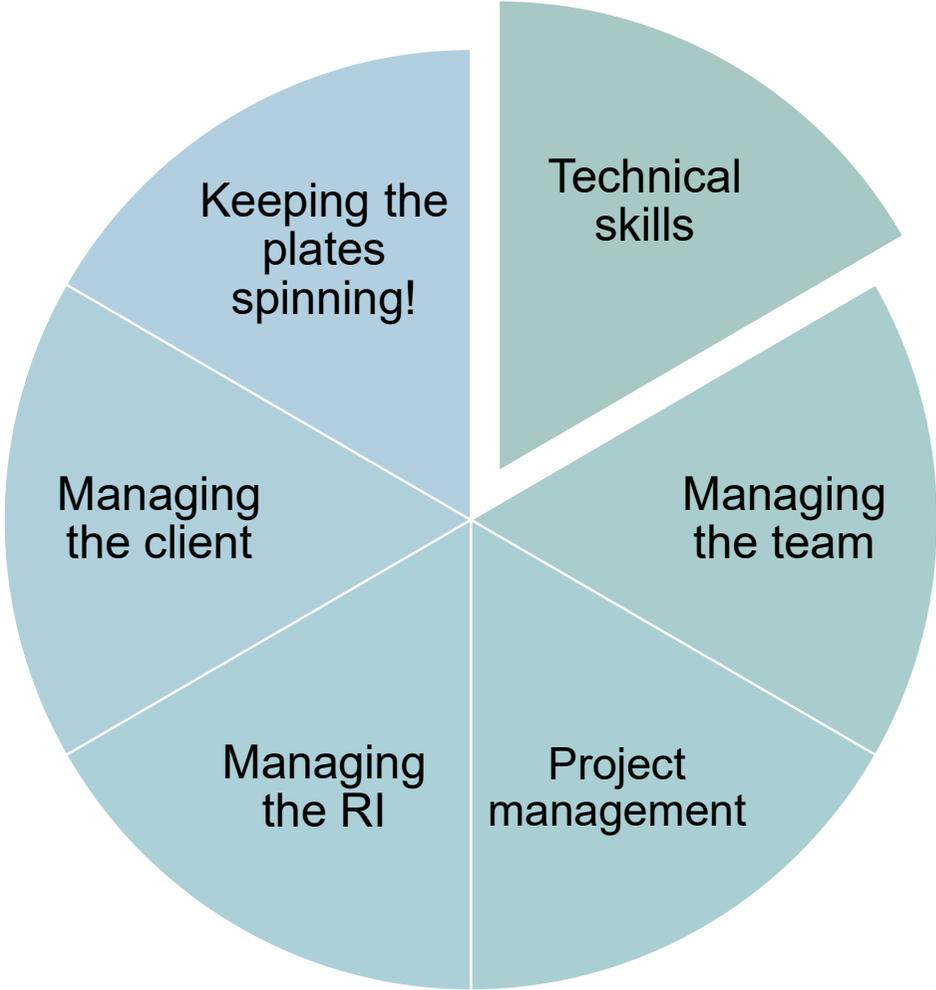


Managing Yourself

Put first things first



Stepping up to the role





Any questions?

Thank you for attending

Please take the time to fill out our short survey:

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