TWPP How-to: 8 Tips to Help Your Team Become Audit Data Leaders By Ann M. Butera

1. Start with assessing the talent you have and the tools your talent has, so you understand your starting point.

2. Address the cost of change by proactively and clearly discussing the benefits to the individual and the organization. Describe the Big Picture --- continuous monitoring, targeted reviews --- but not as a revolution (which could scare some folks) but as an evolution.

3. Overcome traditional we've-always-done-it-this-way thinking. For example, "we only test controls". Clearly communicate the benefits of substantive testing in addition to controls testing.

4. Identify the barriers and the root cause of the intransigence: is it an inability to access the data (not knowing who to reach out to), or difficulty in understanding the data (e.g., no data dictionary)? Is it not being able to determine the type of analysis that's needed? Is it not knowing how to use tools to do the mining and analysis?

5. Provide guidance about the types of analyses to perform and how far to go at different points in the methodology.

6. Create a Center of Excellence (COE) staffed by team members who are enthusiastic and personally interested in data analytics (or your data analytics person). The COE serves as an internal resource and can share examples of how data mining and analysis can be used. Sharing examples is important because you don't know what you don't know.

7. Allocate time during your team meetings for people to talk about how they used data analytics in their audit.

8. Communicate your performance expectations. Depending on your organizational culture, this may mean you need to mandate everyone use data analytics tools at least once during every audit.