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Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

Welcome to the ConvergenceCoaching Inspired Ideas podcast. Join us as we explore great leadership and management ideas that apply within the accounting profession and in other aspects of life and business too.

Renee Moelders:

Welcome everyone to the Inspired Ideas Podcast by ConvergenceCoaching. My name is Renee Moelders and I'm a consultant with ConvergenceCoaching. I'm here today with Justin Hayes. Justin as a director at KSM in Indianapolis and Justin was in the 2018-19 class of our TLP. That's when we met him. We are going to learn a little bit more today about what he and the firm are doing with remote audit. So if you've been listening and you've heard some of our podcasts we've done, we've been talking about Anytime, Anywhere Work™, flexible work, remote work and we're really excited about those programs because they give team members more options, more control over where and when the work gets done. And so remote audit is interesting. It's like it gives us the where option, but what we're talking about is that maybe we're not always going to go onsite with the client to do the work. And so that's what Justin and I are going to tackle today. They're doing some innovative things at his firm and we wanted to learn a little bit more about that. So Justin, I want to start with what inspires you most in your life or work?

Justin Hayes:

I think when I take a look at what inspires me, it really draws back to my family; taking care of and providing my family. And so, you know, that's the first driving point is; I want to make sure that I'm doing everything I can to provide everything my family needs, you know, to provide my kids with a good life and to provide them with the resources that they need to be successful. And then I think the other part that inspires me is just helping individuals. It's maybe a different outlook on the audit, but I try to think in my auditing, you know, I've got a skill set that I've learned over the years that I can utilize to help my clients so that my clients can focus on running their business, which is what they need to do. You know? And they can focus on the operations of their business and, and can use my skillset to help augment that in the accounting and the reporting area.

Renee Moelders:

I really enjoyed hearing about that. Justin, I wonder how you got interested in remote audit and how that's going for you and your firm today.

Justin Hayes:

Yeah, that's a great question. So, for me, the idea of remote auditing came around the fact that I was traveling quite a bit. I had team members that were traveling quite a bit and you know, it's, it's stressful when you're gone, you're away from family a lot and you're



ConvergenceCoaching, LLC
Inspired Ideas Podcast
Episode 6: Remote Audit
Advice from An Early Adopter

traveling, you're cutting into your weekends in order to be able to make flights. And so part of the thought was, is, is there a way that we can figure out to reduce some of that travel? It doesn't really add any value to anything. You know, reduce the amount of time that our staff are having to spend in airports, in hotel rooms. And so that drove it. And then there was also a discussion around cost and taking a look at what costs are incurred during the actual travel phase itself and audit. And, and is that in any way limiting the firm's ability to pick up clients that are outside of where our home offices are?

Renee Moelders:

So how did you get the ball rolling then?

Justin Hayes:

Yeah, it really started with just one client in particular of mine, that is about a three and a half hour drive from here. But at that point in time they were located in an area that required driving through a lot of old country roads to be able to get out to this client. Also it wasn't the easiest place to find a hotel to stay at. And then, you know, you basically had one restaurant that you could eat at the entire time you were there. But it was a larger client, a good size client. And the controller at this client is, I would say a younger individual, you know, late twenties, early thirties.

And he and I were talking and he was like, "A lot of these files I can just send you guys. Like, what do you think about, you know, if I send files over to you and you take a look at them before-hand and then maybe we can reduce the amount of time you're here?" So that sparked the idea. And you know, as I thought through that, and logically makes sense, but I took it that next step. And I said, "Well, if you can send us stuff to reduce the time, what if you send us the stuff? And in some ways we completely eliminate the time that we need to be onsite". And so I talked with him and he really liked that concept and the idea of, you know, working remotely.

And so we utilized software. We utilize Zoom be able to do video conferencing with them. We can have the face-time with Zoom, we can share our screens we can pull up files and be able to share. So in a lot of ways it really makes it as if we're still on site working hand in hand. It's just rather than being in the conference room that's right next to him, we're in a conference room that's here at our office. You know, we still have people go out on site, but we've significantly reduced it. So, you know, instead of having to, for example, send staff and a senior to travel for five days, and then my managers going out for maybe two days... Instead, I've got the manager going out for two



ConvergenceCoaching, LLC

Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

days and maybe I'm coming along with that manager. And so we're still getting on site and we're doing what we need to do physically on location. We're still getting time to spend with the client, but we're significantly reducing the time that our staff are having to travel.

Renee Moelders:

Yes. And taking along that whole team, Justin, which I think is, you know, we've made this assumption, we talk about the value to the client of us being on site, but is it really that whole team sitting in that conference room all week or you know, is that really where the value lies?

Justin Hayes:

Yeah, I agree with that. I mean I, there's definitely something to be said for getting time with the client one-on-one where you can talk and face in person, but the entire team being there, I don't know what value that brings. And what was really interesting to me is we went through piloting it with this individual. You know, we took a very structured approach to it. So we said, okay, we are going to do this audit remotely, so we're going to stay here at our offices in Indianapolis and we're going to connect with you remotely. But in doing that we were very structured and so we said, okay, we're going to have a call at 10:00 AM and a call at 2:30 PM every day with you and that call might be just five 10 minutes of, "Hey, here's what we've gone through so far."

No big issues have come up with keeping on pace with where we expect to be. We'll plan on touching base again, you know on the next call, or that call might end up being an hour, or more, as we worked through an issue that it popped up; but it created a structured approach for our communication during field work with the client and after we completed it, I thought it was interesting because that individual client came back to me and said they actually liked the remote aspect better. He said it was because he could plan his day. "I've still got to do my day to day job even though the audits running on and I could plan my day and get everything done I needed to because I knew the exact times that we were going to be talking throughout the day." And so I think that he really enjoyed the structure of that as well because he could still get everything done and not get behind on his personal work. Even though the audit was going on and was getting completed and he was still addressing the questions we had working through any issues that we brought to them.

Renee Moelders:

I think it's going to be really interesting to see how that starts to inform how we do those on premise audits. You know, are we going to



ConvergenceCoaching, LLC

Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

change the structure of those as a result of what we're learning and sort of winning on over in the remote audit area. It's going to be very interesting Justin, and I don't know if you're seeing any of that already.

Justin Hayes:

Well I think it is interesting. I think as a firm we try to be cognizant of our client's time and try to be respectful that, but it is very easy when you're sitting there on site to think, wow, this will just take a couple seconds. I'm just going to run in and ask him or her real quick. But in doing that, you know, we are distracting them and then we're pulling them away from the work that they're trying to do at that point in time. And you know, they've got to take the time to get back up to speed from having been interrupted and well initially that might not seem like too big of a deal. I mean, it does build up over that week. And so if you have those set times that are structured for when you're going to communicate, I think it helps out, and I could see that type of approach being taken more so; even onsite where we're structuring out, here's when we plan to communicate and here's when you're going to be able to set aside time to talk through items and issues with us that we uncover during the audit.

Renee Moelders:

So you shared about this first client that you piloted with and then where did it go from there?

Justin Hayes:

Well, from there it was really saying, okay, this seemed to be very successful with this first client. We liked it a lot. My staff absolutely loved the concept because again, rather than being off site for five days and a very small town in Indiana with like I said, limited hotel, limited restaurants, and limited really anything, you know, they were able to still get home each night and be able to see family and be able to see spouses continue on with their normal activities they might have throughout the evenings. And so they enjoyed that. The client really liked it from the feedback that he provided to us. And so then it was taking a step back and saying, okay, what other clients could we try this on?

We've got one success now let's see if we can replicate that, you know, was this a success because this is a model that's going to work, or did we get lucky? And so I went back to the drawing board and looked at my client base and said, all right, I've tried it on one and it worked. Now I want to try it on at least three more and see if it'll work on those three. And so we just gradually kept spreading it. For the most part, I'd say it was successful in the scenarios where we've tried it; There's definitely things that we've learned along the way. But



ConvergenceCoaching, LLC

Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

overall, our clients that we do our remote auditing on seem to be very happy with it. And I feel that I've built a very strong relationship with those clients, right or wrong.

I think at times we as CPAs will rely on field work to be the time we build relationship with our clients and our customers. But when I've got the remote scenario, I know I'm only going to be on site for a very limited time. And so it forces me to be more intentional throughout the entire year to reach out and have communication with that individual. And I think that's because maybe I'm a little bit hypersensitive, you know, one of the concerns, one of the objections that came up as we were talking about this internally was, well, can you still build a relationship with the client? I mean, if we're not there and we're not onsite, and how are we going to build a relationship with the client and get to know one another?

And so that was, from the beginning, that was always the biggest argument. And so I think I've maybe been a little, like I said, hypersensitive to that, which forces me to be more intentional and it forces me to think through more. Okay. When was the last time I talked to this individual? Was it a meaningful conversation? Is there anything else I could be providing to that individual? So I feel on some of the remote audits, it's almost been creating an opportunity to build a stronger relationship faster because it is more intentional. I love that word intentional that I'm doing it with purpose, I'm strategizing about it versus just of doing it by accident

Renee Moelders:

Or unintentionally. So I just love the way you described that. So you said adoption is good and hasn't been a tough transition, how about selling it when you go to a client for the first time to talk to them about it? How has that been?

Justin Hayes:

Yeah, I think it's important to note as we dive in. I mean remote audit is not for every client. There's no doubt about that at all. And there are some clients that it does not make sense for. And so when we're taking a look at doing a remote audit, we do try to evaluate that client on a variety of things. You know, what's the driver for the remote audit? Is it because there's, you know, a significant amount of travel time? That's typically our driver. And then we take a look at the client itself; Does this feel like something that the client would be comfortable with? Is it something that the client we think would like, or is there a benefit to it? Does the client have the technical



ConvergenceCoaching, LLC
Inspired Ideas Podcast
Episode 6: Remote Audit
Advice from An Early Adopter

capabilities to be able to utilize Zoom or any other technologies that we're using to communicate?

And so there's an evaluation that we go through before we do that, before we do reach out to a client to see if they would be interested. But once we've gone through that evaluation and we have determined, we think this client would be a good fit for remote audit, then it's usually a phone call from me or from the partner on the account. And it's, "Hey, we're thinking about taking a different approach to the audit this year. And you know, we've tried this on several other clients." So I've found it's really beneficial. And one of the things that we think is, it really helps for you to be able to manage your time better because we're going to be more focused and more structured in our communication with you during the audit. And you know, we're going to have set times that we're going to be communicating with you. And as we worked through that, we really try to highlight the benefits to them to do the remote audit and sell it in that fashion, so to speak.

Renee Moelders:

So you have a story to tell about it now, you know, now that you've done it a few times, a successful story.

Justin Hayes:

Yeah. And I think that that's really comes out as we're talking with the clients and as they start to see the benefit, you know, I think we've all built good relationships with our clients, but I don't think that there's any client that gets excited to think, Oh, it's audit week. I can't wait until the auditors are here. And so, you know, as they get a feel for, Hey, maybe the audit won't be quite as disruptive to their day-to-day life and they're still going to be able to get the different tasks done that they need to get done. They see that benefit. I think that they appreciate the fact that we're trying to be respectful of their time and their efforts as well.

Renee Moelders:

By the way, Justin, I've worked with a client who does a lot of remote service work. They're not doing audit work, but they're doing accounting work and, and they're in a really niched environment. And so they're working with clients around the country places, you know, not dictating it at all. It's really that specialty that they have. And so they are looking for willingness but also just saying, we're going to teach you how to do it if you don't know how to do it yet. So, like on the technology side, you're looking for that willingness and that technological ability and they're pushing that whole conversation and even saying sometimes, "We'll buy the equipment for you so you don't



ConvergenceCoaching, LLC

Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

have a webcam...Well we'll just provide you with a webcam... You know, you don't have a Zoom subscription... We're going to include a Zoom subscription in the cost of your package so that you have that available to you." So you know that you, you're not there yet. But some firms are really pushing that conversation a little bit harder.

Justin Hayes:

There's a lot of benefit to that. I mean the, the ability to perform the audit in this fashion, it does change the way the audit is done. And so far, you know, I've seen only positives from that. I've seen the positives on our side. I've seen the positives on the client's side. So the more that we're able to push that, that model out I think the more benefit there is for everyone.

Renee Moelders:

And you and I talked about how in your environment, where you are, if the commute is just not that big of a deal. And so maybe, you know, you're pushing it to these clients that are out of town, but for firms that are in larger cities, you know, like where I am, Boston or Los Angeles, New York City, I would imagine this is progressing faster for them because it's not just about where's that client, but how long is it taking my people to get there every day?

Justin Hayes:

Yeah, I would agree with that a hundred percent. I mean, I'm fortunate in Indianapolis that, you know, my longest commutes may be 45 minutes. And that's on a bad day when traffic's really heavy. So I'm lucky in that regard. But I would agree in bigger markets, I think that can have a big impact. And I think the real benefit there is just, it helps prevent that burnout. You know, if you've got staff or seniors that are spending two to three hours a day in their car, you know, that's, that's a lot of time. That's unproductive time, whether it's time that could be working or that's time they could be spending with their families. And that I think just helps build into that burnout that you see in public accounting.

Renee Moelders:

Totally. Yes, that's right. Well so, what were the changes in audit approach or technology required to make this work?

Justin Hayes:

You know, it's an interesting conversation and, and the neat thing about this is that, initially for startup there was very little change at all. The main thing on startup was just utilizing some type of video conferencing. And so, like I said, as a firm, we opted to use Zoom to be able to do that. You know, for some of our individuals we utilize just the video webcams that are built into their computers. For other individuals that are doing more of the remote audits, we have gotten



ConvergenceCoaching, LLC

Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

equipment that they can utilize. It's a little bit better. We have several of our rooms over the last few years that we've built in with Zoom capabilities into the conference room. And we try to utilize those for our remote audits because it allows the entire team then to be able to communicate with the client or the individual at the client rather than just one on one communication. But initially starting off it was just our laptops that had the cameras built into them. And then using Zoom to start that remote audit process

Justin Hayes:

As we move forward, I definitely see changes occurring, but I think a lot of those changes are occurring or are across the board and auditing in general where, you know, we see a push towards using different technologies such as AI or data mining techniques to dig into the details in a different way than maybe an audit has in the past. And I think that all of the technologies that we've looked at or, or we maybe piloted as a firm or as a firm are involved in the development of, I think all of those just continue to support the idea of remote auditing. And while it's a fairly easy process now, I think it continues to make it even easier going forward.

Renee Moelders:

Awesome. Well, I'll tell you whenever we talk about remote service delivery or remote auditing, when we write about it we get a lot of mail back. People say that's crazy. Or if we speak at a conference about it, you know, and you say that term remote auditing, we're not going to go onsite anymore. People's spaces scrunch up and their brows all crinkled and I mean they're just maybe upset, confronted by this idea, this, you know, the value of that onsite audit is a really strong held belief in public accounting. And so I wonder, how has adoption been inside your firm with your partner group, with your leaders?

Justin Hayes:

I think the key there is, and I think there's a big misconception when we hear the term remote audit before people have time to kind of dig in and hear what an individual is saying when they present on remote audit, I think that switch flips in, in their mind they hear remote audit and they think, Oh, there's no way that's not going to work for me. How can I do an audit if nobody ever goes on site. But the key is we are not doing any remote audits where there is no individual going on site at all. There are still people that are going on site, but the amount of time on site and the amount of individuals going is significantly reduced. So if we think about a, just let's say a plain vanilla audit of a manufacturing company and maybe I've got two staff, a senior, you know, a manager and the partner on that engagement.



ConvergenceCoaching, LLC

Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

Renee Moelders:

Yeah.

Justin Hayes:

Historically, before we looked at a remote and remote audit environment, I probably would have sent my two staff and my senior staff out for five days to do that audit, which means they probably would have flown out on Sunday night. That way they could start and hit the ground running Monday morning and then they might've flown back really late Friday night or if not Saturday morning. So while they're only on the client for five days, it's really impacting their personal life for seven days. And then I've got the manager who's probably going out for at least two days and again, depending on flight schedules, is really cutting in the evening time or is creating a really early morning to get up to fly and get on site. And then we've got the partner who is probably spending at least a day onsite and is incurring that travel time to get out there that's impacting his personal time in his life so that we take a step back and we say, okay, so I had, you know, five individuals that are traveling pretty intensively to be able to get this audit completed.

Justin Hayes:

When I, we're going to go into a remote environment, and so in that remote environment now my two staff and my senior staff are all going to work from the office in a instill a team setting. I think it's important to note that when we do our remote auditing, I mean the team still meets and works together. It's not the individuals sitting at their individual office or cubicles and crunching through everything. They're reserving space that's been set aside for our remote audits so that they're still collaborating that entire time. But they're now working, you know, from a conference room in our office, which means they're not having to travel on Sunday. They're not having to travel late on Friday night or into Saturday and they're still getting the five days to spend to work on that client and focus time. Now my manager's probably still gonna travel, but again, he's going to travel significantly less.

Justin Hayes:

He's probably going to look at spending a day on site rather than spending two days on site. And so that might mean flying out late one evening. So he's got a full day. But now it's one day instead of being out there for two days and our is probably still going to look at a day out there. Similar to where he's been out in the past, but now I've got two individuals that are traveling to the client for a day, day and a half versus five individuals, three of which were onsite for five days. So when I look at that remote audit, there's still people that are going to be on site and really the people that are going to be on site or are you



ConvergenceCoaching, LLC
Inspired Ideas Podcast
Episode 6: Remote Audit
Advice from An Early Adopter

relationship builders, it's your managers, your partners, your directors, your senior managers that are going to be spending the time on site and building that relationship still in a lot of ways in the same way that they did before the remote environment.

Justin Hayes:

But we're significantly saving time for our staff and our senior staff and not having that travel time. So when I think of remote audits, it's one of the first things that I want to clarify with people is that it's not that I am never going to have any time with the client. I'm never going to see the client, I'm never going to be physically on site. Those things are still going to happen, you know, with a manufacturer. A lot of times where we've still got inventory observations that are occurring now we've started piloting the idea of remote inventory observations and seeing where there's opportunities for that. But by and large right now, for the most part, there are still physical inventories that are going on. So again, it's still time that you're spending on site with the client at that point in time. That seems the biggest hurdle to me that you've got to get people past is realizing it's not just completely offsite. Nobody's ever there.

Renee Moelders:

And I'm just curious, I bumped into you there Justin, because when you said remote inventory observation, I was wondering if you're looking at drones and cameras and those types of tools to do that with.

Justin Hayes:

Yeah. As a firm, I mean the drones I think are a really neat concept. Well we've looked at more so as video conferencing during the inventory count and seeing if there's opportunities to be able to do the counts that way. There's some challenges and it's something that we're still piloting right now. We haven't gotten, you know, we're not bought in a hundred percent to the idea of being able to do it. But it's, it's again, something that we're trying to evaluate cause if I have a manufacturer that maybe has production occurring in six different locations, you know, now I've got people to, depending on the inventory at those locations and what needs counted, I I could potentially have six individuals that are having to travel to six different places to do a four hour inventory count. And a lot of times that scenario, the travel time is way more than the actual account time that's being spent. And so it's looking for, again, it's, it's an area that we saw that, you know, is, is creating a lot of travel time for our staff. And so is there a way that we can work to figure out a remote way to do that?



ConvergenceCoaching, LLC

Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

Renee Moelders:

Well, and when you talked about approaching your clients, you know, I asked you about buying on that side and you said you have a story to tell. And so I wonder if you're developing that story also internally as you're selling this internally to various partners how, you know, how that's evolving for you.

Justin Hayes:

Yeah, I'd say there's definitely a a selling side of it to the partners internally and, and a lot, again, a lot of times, again, it's, it's that success story. It's, Hey, you know, we've, we've done this with multiple clients at this point in time. Here's the positive feedback that I've gotten from the clients on this. And, and I think that that's really has a big influence on the partners as far as being able to look and see, okay, we, these, these are actual clients that have now communicated back to us that they liked the setup. You know, it was helpful for them. It was more convenient for them, you know, it allowed them to be more structured in their approach and I can see we still got the audit issue. We still had high quality on that audit. If there were issues that popped up during the audit, we were still able to work through them with the client.

Justin Hayes:

And so having that success story and that client feedback, I think makes it a lot easier to present this to a partner. The other thing internally that I always try to make sure to do is I come to the partner with a very clear plan of how I am going to do the remote audit with that specific client. There's never a scenario where I'm popping into a partner's office and saying, Hey, I thought maybe we'd remote audit company ABC. What's your take on that? Because again, I think it just instinctively throws up the, ah, we can't do a remote audit. Like we're not going to be on site. We're not going to see them. We're not going to be Holly. How are we going to get the work done? How can we do the testing? It just immediately throws up those, those barriers versus if I can walk in and say, Hey, as I was thinking through client ABC, I think there might be a better way than we can serve that client. And here's the structured approach that I have for how we can serve that client. And so a lot of times when I present it internally, I try not to even use the terminology remote audit. I present it more as, Hey, I'm really looking to see is there a better way we can serve this client. Here's a better way that I think we can serve them.

Renee Moelders:

I love it. Well, and I'm wondering, you're the champion of this, you're the sort of the passionate party at KSM that's driving it forward. And so what is in place for others to educate them to help them be successful in piloting this and doing this with their clients?



ConvergenceCoaching, LLC

Inspired Ideas Podcast

Episode 6: Remote Audit

Advice from An Early Adopter

Justin Hayes:

Yeah, it's been interesting because it started off with, with me, with one of our clients and it has grown and at this point in time I'd say we've got several people that are champions of it. You know, and it's really pushed by, I would say the, it's pushed by the senior manager, director level individuals, but it's typically pushed by them as they've, as they're taking a look at their staff and the commitment hours that their staff have. The jobs, especially during, you know, busy season when we're all working a lot hours and we're away from family a lot and they're evaluating their jobs and they're looking to try to make sure that they're doing the most that they can to ease that burden on their staff. That's really where that question pops up. And you know, as people have talked and as we've had success in the area of doing these remote audits, individuals start to question, well, Hey, is this something that I can do for my clients?

Justin Hayes:

It seems like that worked really well for his clients. Can I take the same model and use it on mine? And so one of the things that I have tried to do is create a best practices guide. And so I wouldn't say it's a firm policy, but it's a, Hey, here's the typical structured approach that we take when we're doing a remote audit. And here's the things during a remote audit that we've been very successful with, here's some of the challenges that we've ran into during remote audit, or here's some of the things we try to stay away from as we're doing a remote audit. And so again, a best practice guide that, you know, a director or a manager who maybe hasn't done a remote audit before, it can have as a starting point if it's something that they're interested in. And then outside of that, it's just providing training. So you know, if an individual wants to do to remote auditing, then I'm happy to sit down with them and talk about their individual client, why they think it would be good for that client, help them build that, that structure and that strategy for how they deliver.

Renee Moelders:

What's next then Justin, as you think about 20, 20 and evolving this, do you have any plants?

Justin Hayes:

The big thing right now is again, it's looking at the technology that we are using. We're successful on the remote audits and so I definitely want to continue to evaluate our client base and see where that makes sense and where we can implement those techniques. But a lot of the push, I think during 2020 is going to be looking at the technology that we're using and specifically the technology we're using to do the audits themselves. I've gotten involved with the dynamic audit solution. I'm with the AI CPA and, and that's a package



ConvergenceCoaching, LLC
Inspired Ideas Podcast
Episode 6: Remote Audit
Advice from An Early Adopter

that I think will be very helpful in a remote audit environment. We utilize ProSystems engagement, which is a centralized database for the audits. And so that means that individuals have got to check out the rights to edit those work papers with a web based or or a cloud based. Then everybody has the rights at the same time and as an individual is making updates to a work paper, it's immediately accessible to everybody else on the team.

Justin Hayes:

So the other thing that that means from a remote environment is that, you know, if my team's working on something that's a remote audit and they're here in the conference rooms at the office and maybe I am offsite, either on an offsite, at a client location in town, or maybe I am traveling to one of our remote clients and spending my day day and a half out there with that cloud environment, I can jump on right away and I can see the work papers, I can see where they're at. If they've got issues, I can take a look at it with them versus where right now we've got to create packages and we've got to send those packages over. A lot of times those packages are large in data, so it's figuring out the mechanism to share the files and so it just creates a little bit more cumbersome to the remote audit where in that cloud based environment it's accessible to everybody anywhere; as long as there's an internet connection.

Renee Moelders:

Yeah, and as you were talking about how we're still all getting together in a conference rooms and doing this work in a collaborative manner, I think there are organizations out there that are being collaborative but they're not all together in the same room. So you know, it's like a Zoom call, like the Zoom calls we did on the TLP and you'd have 26 TLP leaders plus the two co-facilitators and we're all looking at each other's faces and talking to each other and chatting back and forth and working, you know, while we're also on video together. So I mean there is some of that going on. It's a little bit hard for me to picture that. It's a little bit like, you know, my son playing video games and his friends online. And I think friends? You've never met them three-dimensionally. And he says, "Mom, why do I need to meet him three-dimensionally?" You know? So it's just interesting where all this is going. It's fun.

Justin Hayes:

It is interesting. And I think the other component of that that you have to touch on is, is the training of staff. And so it's similar to the clients. You know, I, I think we take for granted the training that occurs for our staff during field work and that's a very important part of an individual's development. But again, if I'm in that remote



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Episode 6: Remote Audit
Advice from An Early Adopter

environment, I think I've become almost hypersensitive to, is my staff getting the training they need? Are we addressing their questions? Do they feel comfortable posing questions? So I think in that remote environment, if for some reason we're not in a conference room together, there's more intention of reaching out to the staff throughout the day, throughout the audit, throughout the project to touch base and see, Hey, how is this going? Do you have questions? Have you ran into issues? Are there items popping up that you're not sure how to handle? And so it creates that intentionality.

Renee Moelders:

Yes. That's great. Well, Justin, at this time we'd like to do some fun rapid fire style questions to get to know you on a more personal level. So if you have to wear a t-shirt with one word on it for a year, what word would that be and why?

Justin Hayes:

If I can only pick one word, I think what I would want to pick is integrity. And the reason I say that is, you know, I hope that throughout my life, the people I've interacted with and the people I'll continue to interact with in the future when they walk away, no matter what's happened, I hope that they can look at me and say that they felt like I operated, I acted with integrity because at the end of the day, no matter what I'm working on, I'm trying to be, you know, as, as real as I can be. And so I think that that integrity just holds up across the board. And so I think that's the word that I would pick if I could only have one to wear on a t-shirt for a year.

Renee Moelders:

Okay. If you could not work for a year, what would you do?

Justin Hayes:

I think you'd be a combination of two things. I absolutely love Brazilian Jujitsu and so I've been doing Brazilian Jujitsu for about 10 years now. It's a great workout. It's great stress relief. I've met a lot of really neat people meet and just genuine people through that process. And so if I can not work for a year, I think it would be a lot of fun to travel around the world sightsee and at the same time be able to visit different jujitsu schools throughout the world and meet those people and, and see the, the techniques that they work and how they train their individuals and get to know individuals through that, that culture and through that group of people.

Renee Moelders:

I didn't know that about you, Justin. That's really interesting.

Justin Hayes:

Oh, I love it. It's so much fun.



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Inspired Ideas Podcast
Episode 6: Remote Audit
Advice from An Early Adopter

Renee Moelders:

Well Justin, I just really appreciate you being here today to talk us through what you've done in remote auditing and remote service delivery and we at ConvergenceCoaching do, we're big believers in virtual work and flexible work and we're big believers and this is the direction that things are heading. And so I appreciate you being out front leading us and talking about how your firm is approaching it.

Justin Hayes:

Yeah, happy to do that. That's not a problem at all. Awesome.

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