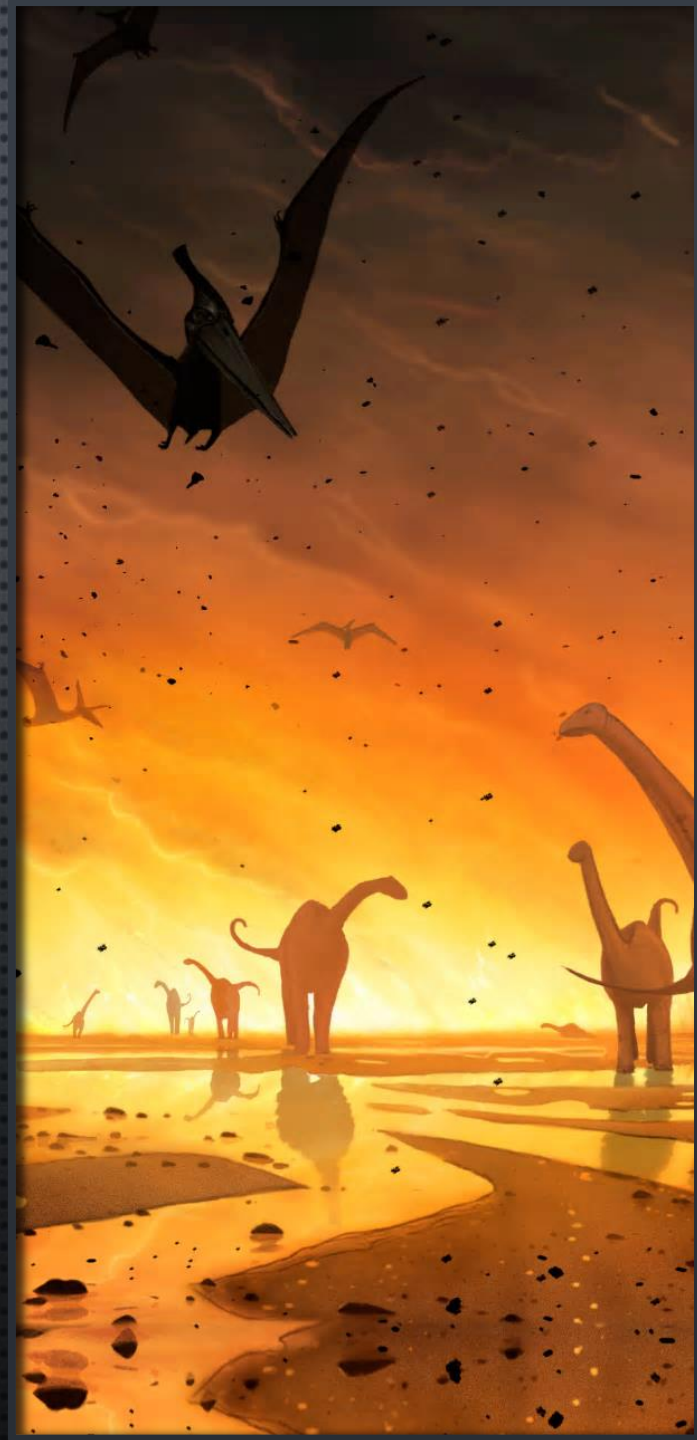


INTERNAL AUDIT
HINDSIGHT-INSIGHT-
FORESIGHT

HINDSIGHT-INSIGHT-FORESIGHT

65 MILLION YEARS AGO

UNEXPECTED?



15 YEARS AGO

UNEXPECTED? IMPOSSIBLE



LEHMAN BROTHERS



IF WE DON'T SEE SOMETHING
COMING...





WE ARE NOT LOOKING WHERE WE SHOULD BE LOOKING...

ALMOST NOTHING COMES OUT OF THE BLUE!

SO HOW DO WE KNOW WHERE TO LOOK?

Stages of understanding



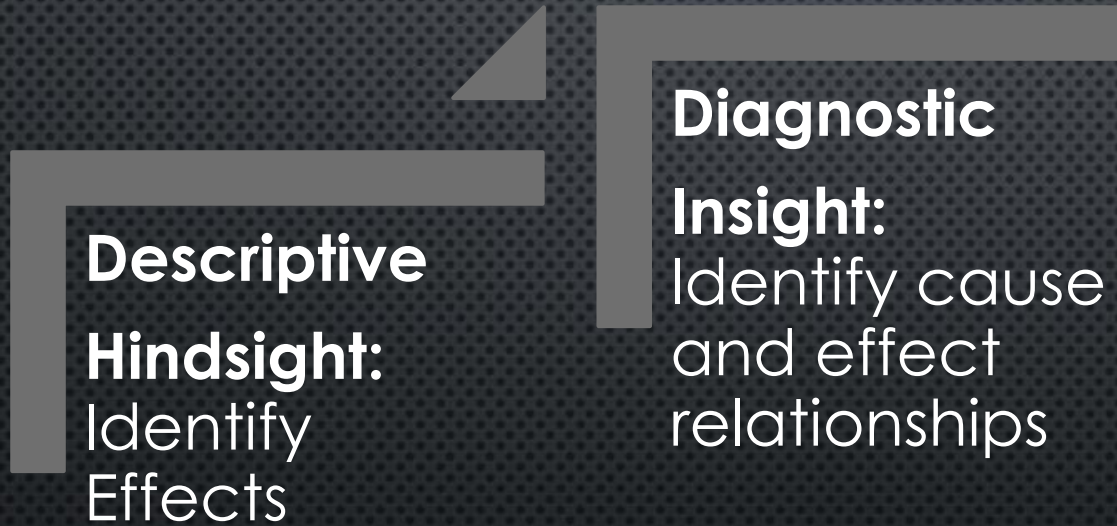
Descriptive

Hindsight:

Identify

Effects

Stages of understanding



Stages of understanding



HOW DO WE GET THERE?

ELEMENTS ENABLING FORESIGHT



Helicopter view

Value Drivers
Knowledge Management
Understanding

ELEMENTS ENABLING FORESIGHT



Helicopter view

Value Drivers
Knowledge Management
Understanding



Processes

Structured
Agile
Risk oriented

ELEMENTS ENABLING FORESIGHT



Helicopter view

Value Drivers
Knowledge Management
Understanding



Processes

Structured
Agile
Risk oriented



People

Data science capability
Data analysis tools
Use cases

ELEMENTS ENABLING FORESIGHT



Helicopter view

Value Drivers
Knowledge Management
Understanding



Processes

Structured
Agile
Risk oriented



People

Data science capability
Data analysis tools
Use cases



Technology and Tools

Empowerment
Access
Skills
Talent Management

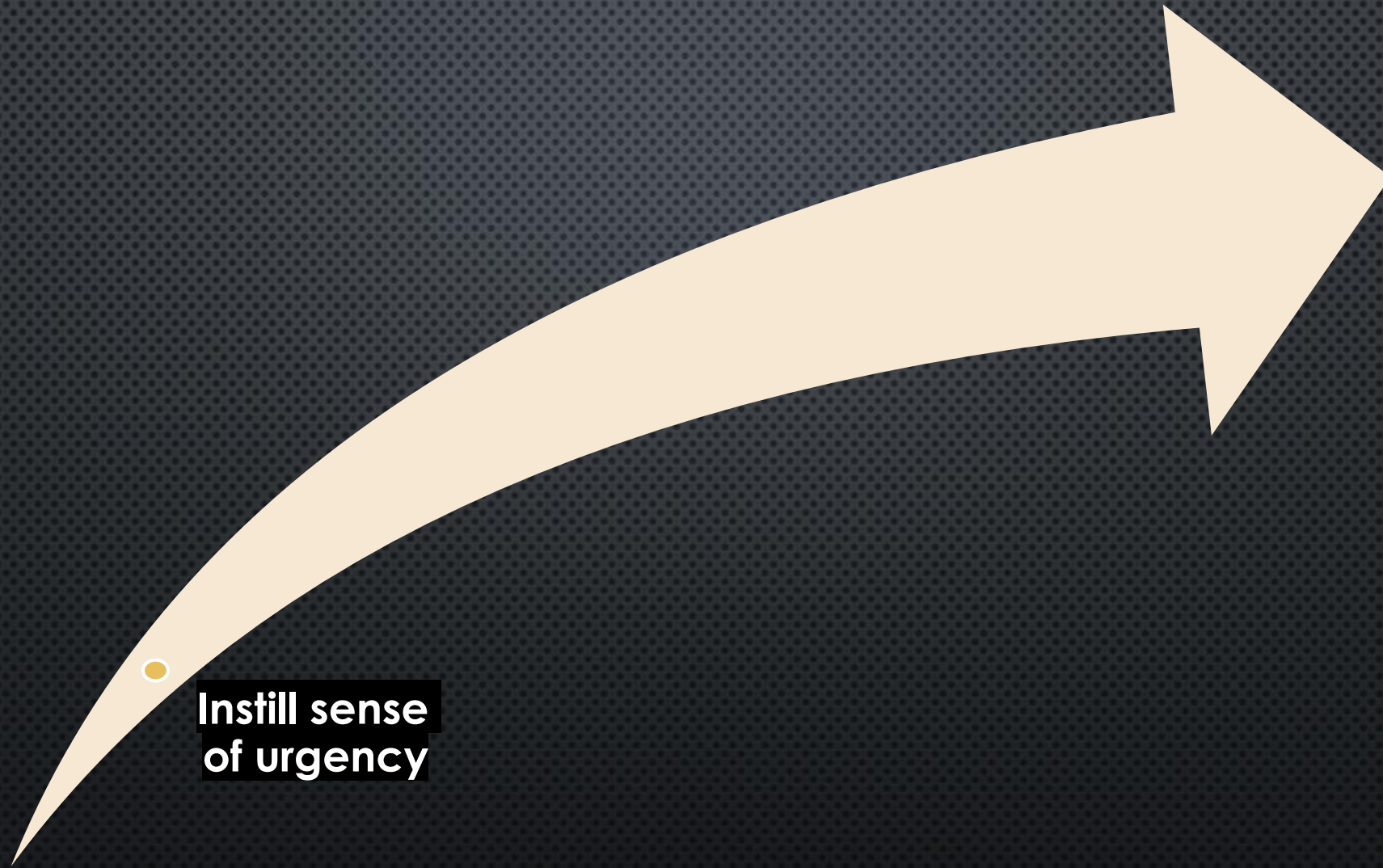
Integrated into business

Networked

360 degree view

End to End focus

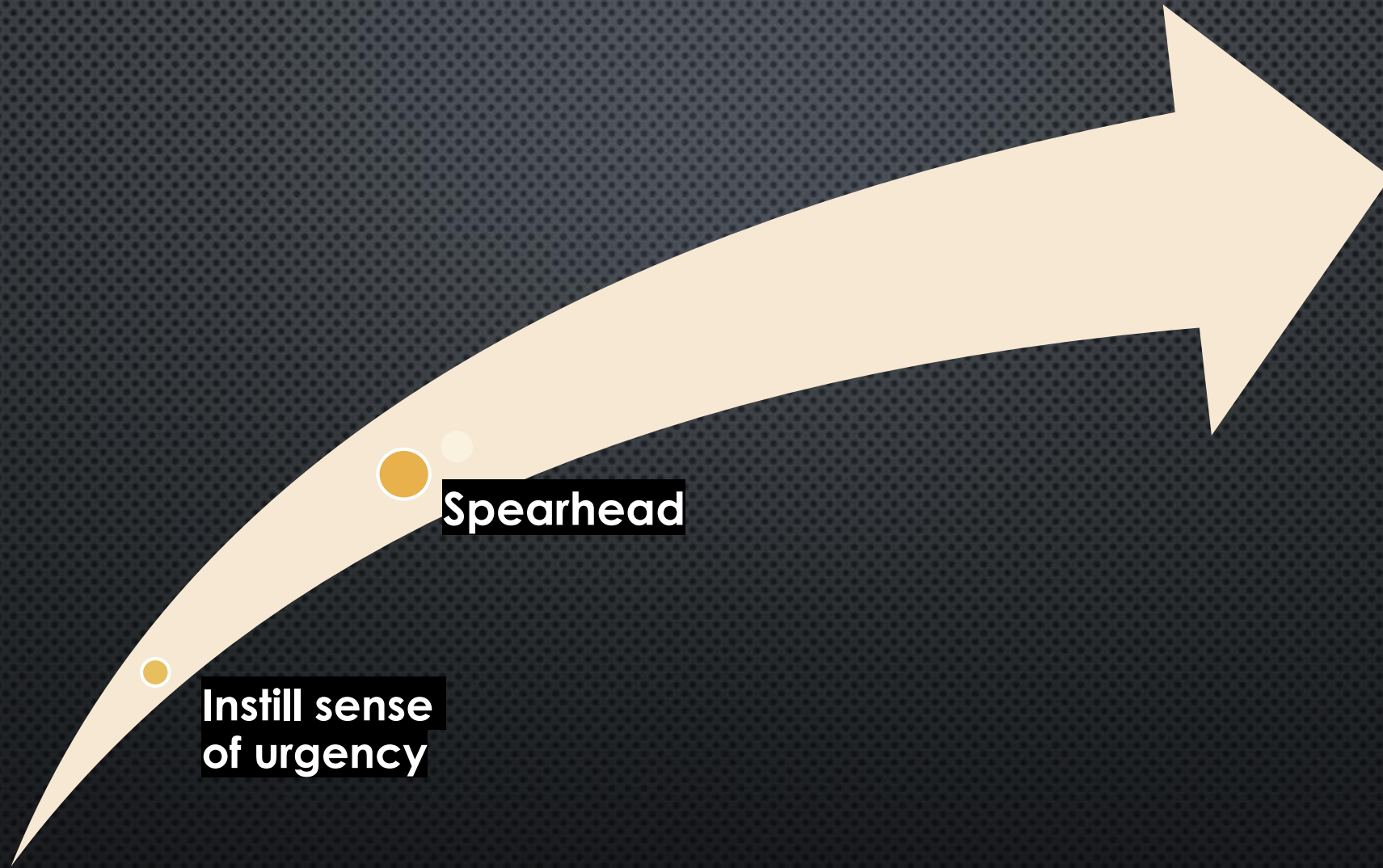
TRANSFORMATION



**Instill sense
of urgency**

Agnostic

TRANSFORMATION

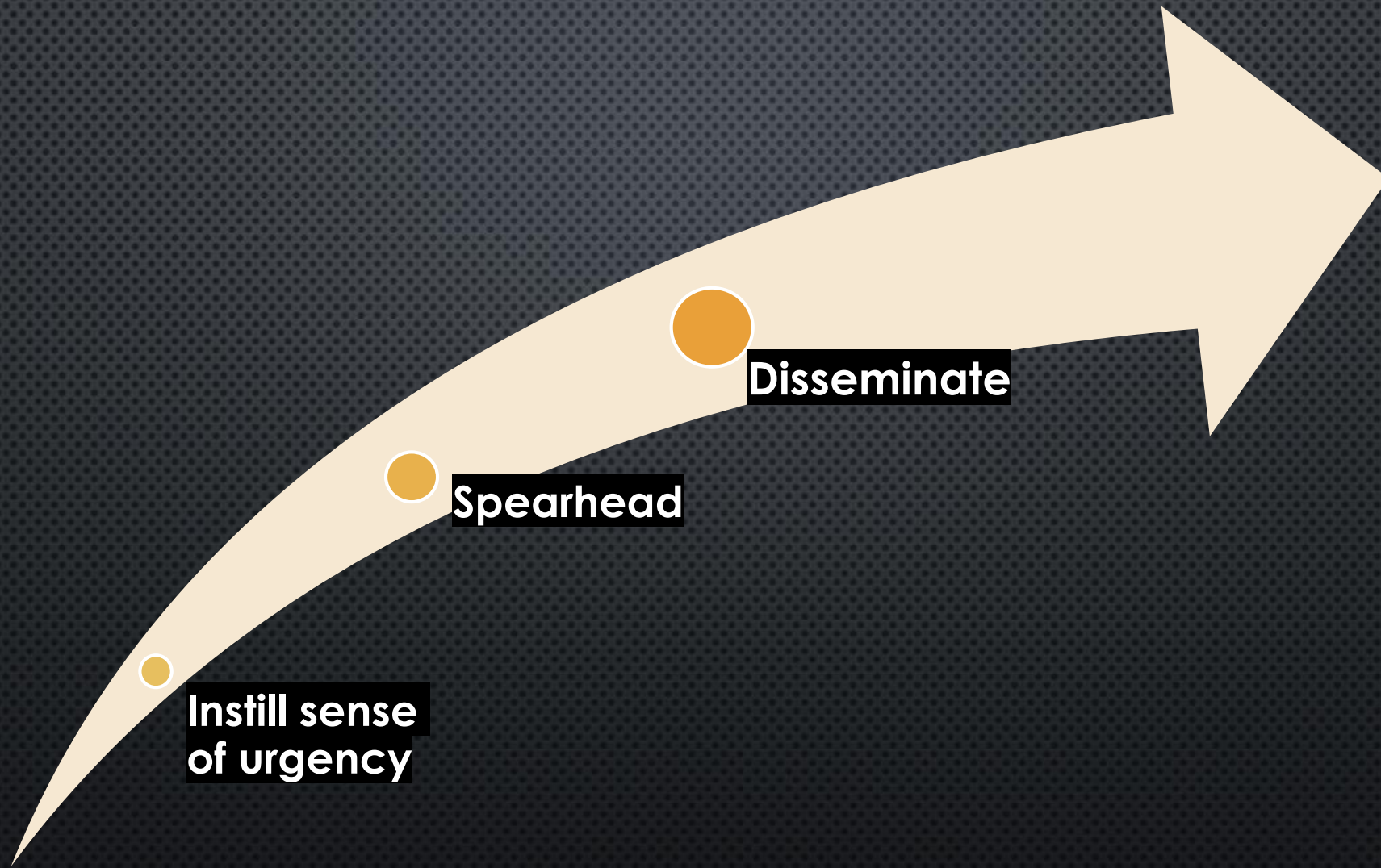


**Instill sense
of urgency**

Spearhead

Agnostic

TRANSFORMATION



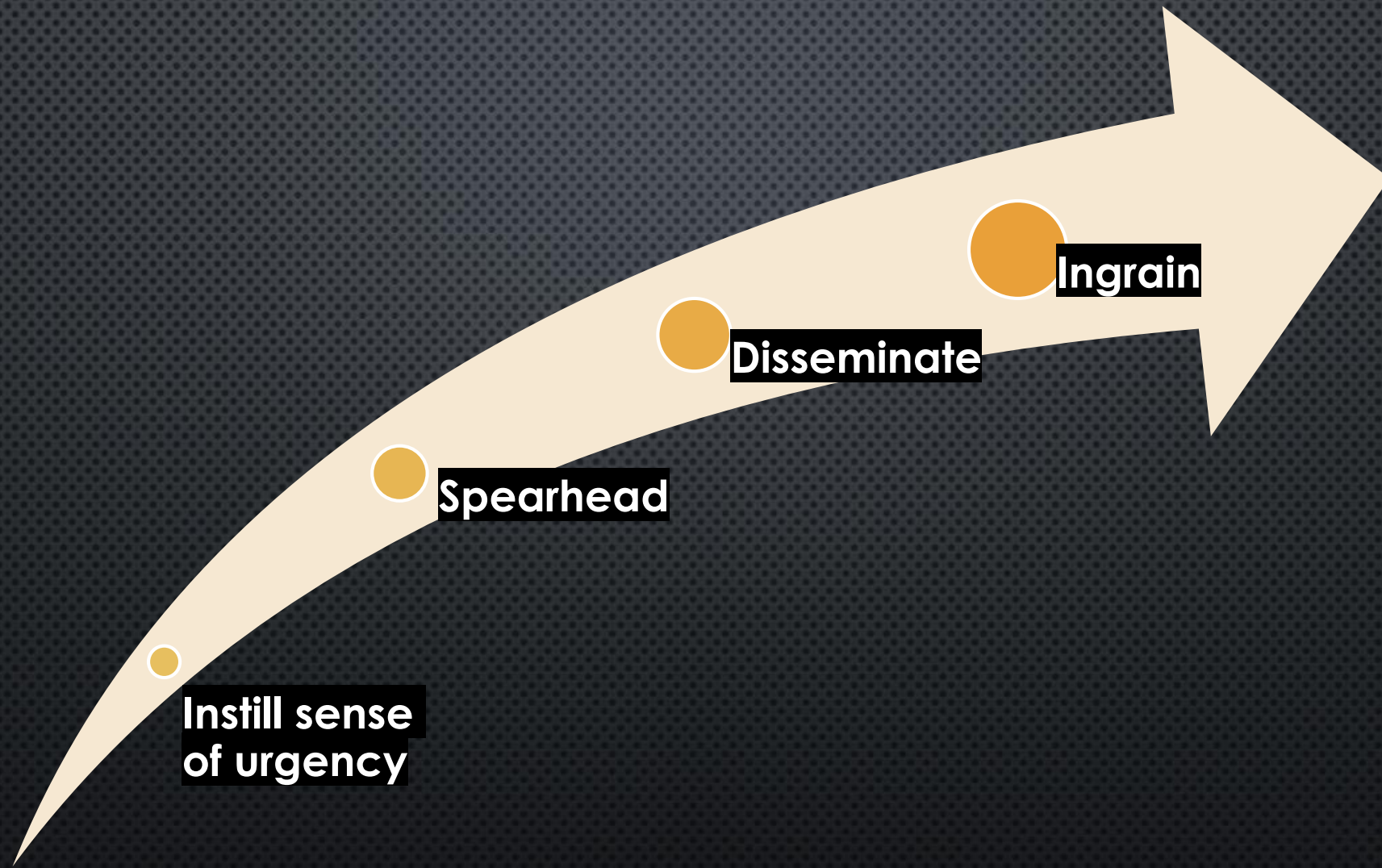
**Instill sense
of urgency**

Spearhead

Disseminate

Agnostic

TRANSFORMATION



Instill sense
of urgency

Spearhead

Disseminate

Ingrain

Agnostic

BEYOND FORESIGHT -
PREEMPTION

THANK YOU FOR YOUR ATTENTION

Q&A

ACKNOWLEDGEMENTS

- SLIDE 2 DINOSAUR EXTINCTION : ILLUSTRATION BY MARK GARLICK, SCIENCE SOURCE
- SLIDE 3: TSUNAMI 2004: TOM HOLLAND IN LO IMPOSIBLE (2012). 0TITLES: THE IMPOSSIBLE - NICHTS IST STÄRKER ALS DER WILLE, ZU ÜBERLEBEN. PEOPLE: TOM HOLLAND. © 2012 - SUMMIT ENTERTAINMENT, LLC. ALL RIGHTS RESERVED.
- SLIDE 5: SOURCE: PINTEREST: S-MEDIA-CACHE-AK0.PINIMG.COM, 24 DE AGOSTO DE 2017 BY CARLOS CAIXETA