

David Meggit comments on DP Integrity in Professional Ethics - 0910

Thank you for the thoughtful FEE Discussion Paper on the above subject that was kindly passed on to me by John Watts on the occasion of this week's meeting of the CRSA Forum (Chair Paul Moxey) at the offices of Grant Thornton, London.

The Paper is an excellent beginning, with thought-provoking questions.

I do feel that there is a little way yet to go before doing justice to them, however. Truthfully, I would suggest that a quantum leap is required of most of us in order to address adequately the needs of organisations as they face the challenges of the networked economy.

A key question to be asked is simply:

"Will the real organisation / project please stand up?"

If you ask anyone in FEE how FEE really works, you will probably find that informal networks play a significant part. Fortunately, behaving with integrity encourages healthy and productive informal networks. Usefully, the "lens" of value networks enables both the informal networks and formal processes / workflow - the latter being primarily the focus of the FEE Paper - to be visualised holistically and analysed systemically.

Recognition of how organisations really work will no doubt encourage action to:

>>> Embed codes in formal procedures when addressing predictable events, typically on risk registers

>>> Cultivate good behaviour through informal networks where risk is less predictable

As a contribution to achieving that necessary quantum leap, I attach, without further editing to suit the specific FEE context, a Note I prepared in July 2009 entitled "Considerations for a super auditor with accountability for the continuous auditing of agile organisations." You can also access it on line through

<http://davidmeggittlog.ning.com/profiles/blogs/a-super-auditor-for>

I am particularly grateful to Paul Moxey at ACCA for asking some challenging questions last year on the role of informal networks in the context of regulation and to Professor Andrew Chambers for conversations as well as Papers on the Board's Black Hole, Super Auditors and Continuous Auditing. I have slipped these aspects into the Note in a White Paper ish fashion, without academic rigour. However the underpinning material on value networks is based on solid work over the past 10 years and combined experience of global practitioners currently focused through the open source site at www.openvaluenetworks.com

The information provided can be shared with acknowledgements.

I will be happy to facilitate any adaptation and extension of the value network approach, particularly as applied to the current context of behaving with integrity in professional practices.
and look forward to a transformed document in due course.