

# Conselium

## COMPLIANCE SEARCH

### 3 THINGS

## YOU MAY NOT KNOW ABOUT ME...

1. I truly believe in the power of habits rather than resolutions, so I regularly train for triathlons. I have completed one full Iron Man and 30 half Iron Man races. I set a goal for myself to complete four or five triathlons each year.
2. I have been lucky enough to work in several different industries in more than 60 countries.
3. I speak five languages, mostly because of the opportunities I've had to work in places like Brazil, Italy, Milan, and Paris. I'm so grateful to have learned so much throughout my career and it's important to remember that it's never too late to learn something new!



**Daniel Trujillo**

Global Chief Ethics and Compliance Officer  
Walmart

# Q&A

## THE SECRET SAUCE OF COMPLIANCE

### REMOTE WORKING TIPS FOR EMPLOYERS

Working remotely has gone from an option or a preference to a fact of life for many of us. Some view it as a positive opportunity and others fear it will lead to lack of productivity for themselves or their team members - here are four practical things employers can do to help their teams stay focused, productive and happy:

- Use team **Video Conferences** as a way of bringing your team together and maintaining employee engagement. Encourage regular *scheduled* meetings and plan ahead - asking last minute for everyone to jump online could impact workflows and be taken as a sign of mistrust
- Show that you are **supportive and trusting** - continue to allocate tasks and set deadlines but ask for input on realistic timescales as some team members juggle childcare and require some extra understanding
- **Pick up the phone!** In our normal office situations most of us rely on email or instant messaging tools. Now that we are distanced, take the time to check in with a call - it will be appreciated and you can be a lot more efficient with a quick chat.
- **Surprise rewards** - when they do a great job, confirm that with a delivery of cookies, coffee or anything else they'll enjoy when they don't expect it. It might be the highlight of their day (or week!) and is a great way to show gratitude for hard work

## PEOPLE ARE TALKING

"We were thrilled with our engagement of Conselium and Steve and would highly recommend him to others. He found several great candidates. An excellent job.

**Partner - Private Equity**

"Conselium Compliance Search found us the right candidate quickly - they get results and work efficiently"

**General Counsel - Pharmaceuticals**

"It was a great experience working with Conselium through our entire recruiting process. We found a wonderful candidate!"

**VP Compliance - Medical Device**

#### What is your secret sauce for compliance?

You need to know and care about your business, and also know and care about your company culture, values, and purpose. We have two ears, two eyes and one mouth for a reason: listen and observe twice as much as you talk. Once you do that, focus on who at your company can really move the needle in terms of compliance. For us, that's our store manager - he or she picks up on the tone set by leadership and serves as an example for other store associates. To reach the store manager and really make an impact, you have to understand the business and the culture to know how to talk about compliance in a way that will resonate.

I recently spent the day working in one of our stores and each time I've done so it not only reminds me of my appreciation for our associates and what they do, but I always come away with ideas on how we can add value and speed to the business. Know and care about your business, embed simple and effective processes, and be a true partner.

#### What is one thing you changed in the past year that made a big difference to the Walmart compliance culture?

It's not so much a complete change, but we have started to evolve the way we look at and talk about our risks at an enterprise level. As an example, we recently developed and implemented a simplified enterprise risk management framework. While we have a formal risk assessment each year led by the Ethics & Compliance team, this past year we partnered with the various other business functions to see how we could work more cohesively to help the company make informed decisions. This ERM process allows for ownership of risk at every level in the organization, helps us define and discuss our risk appetite, and reinforces a strong culture of risk spotting and candor.

#### How do you keep your hair from bursting into flames each day?

When you think of the size and scope of our company and the pace at which change happens, it's easy to feel overwhelmed. Each week, we have over 265 million customers visit approximately 11,500 stores in 27 countries, and we employ over 2.2 million associates worldwide. Our Global Ethics & Compliance program covers fourteen subject matter areas and has 2,000+ associates spread across the various countries and businesses.

My philosophy has always been: 'Get ready for the worst. Hope for the best. And enjoy what you have.' You only control what you can control. I try to keep each day in perspective and understand that it's a journey. We take a risk-based approach to our program and try to differentiate what is urgent versus what is important.

#### What would you say to someone considering a career in compliance?

Compliance is a massively emerging area across many industries and subject areas, and there's a lot of opportunity and reward available to a business savvy compliance professional. Compliance can be one of the most rewarding professions, especially for those who really thrive working closely with the business to help them as a trusted partner.

#### JD or not JD, that is the question

I feel there is a real benefit for any compliance function to have a multidisciplinary team. My team has professionals ranging from data scientists, food scientists, former store managers, and fire chiefs, as well as lawyers and accountants. Each offers something unique and valuable to our program.

#### What in compliance keeps you awake at night?

Keeping the long-term mindset helps me sleep pretty well, but I'm always challenging myself and my team on whether we're measuring the right things, listening enough, and serving the business as best we can.

Continuous improvement is in my DNA and I want our program to be that way too - we need to be flexible, to embrace change, and to recognize that getting better requires effort and discipline. In addition, having the right talent in the right roles and at the right time is so critical to the success of our program. Are the people on my team happy and getting the right development, are we ensuring we have the right diversity of talent, are we working together as one team? It's our people who make the difference!

#### Why did the compliance officer cross the road?

To better hear and understand what the business had to say!

**Interviewed by Steve Harrison - Partner at Conselium Compliance Search**  
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## HAVE A COMPLIANCE JOB TO FILL OR LOOKING FOR ONE YOURSELF?

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