

3 THINGS

YOU MAY NOT KNOW ABOUT ME...

1. I have lived and worked on four continents and have an insatiable appetite for experiencing the splendor and intricacies of different cultures. I love being out of my comfort zone.
2. I have completed the daunting Snowman trek – 28 days, many of them knee deep in snow, traversing the Himalayan mountain passes located in Bhutan. A truly humbling experience!
3. Dining solo late one evening, I was invited by a bunch of lively football players to join them at the only other occupied table in the restaurant. I ended up sitting next to a guy called Neymar without having a clue who he was. My sons will never forgive me



Angela Main

Global Chief Compliance Officer
Zimmer Biomet

Q&A

THE SECRET SAUCE OF COMPLIANCE

TO WHAT EXTENT SHOULD COMPLIANCE OFFICERS BE RESPONSIBLE FOR ETHICAL EMPLOYEE SOCIAL MEDIA CONDUCT?

We recently polled LinkedIn users to get a gauge on how much personal activity should hit the radar of employer compliance teams:

Not at all: 50%

Somewhat: 42%

Fully responsible: 8%

Some level of responsibility was indicated by exactly half of the voters and we saw divided opinion in commentary - many felt such oversight would be a step too far and not practical to monitor and compliance officers have too much on their plates already; Others had the view that employees should be held responsible for their words and actions, even when not directly linked to their employer. We would like to hear your opinions!

PEOPLE ARE TALKING

"I worked with Steve as a candidate and now as a client - I get the same high level of service in both regards"

Chief Compliance Officer - Biotechnology

"With a difficult and ever-changing brief, Conselium have delivered more than one slate of well qualified professionals"

Board Member - Financial Services

"Steve took on a tough search for us during a difficult year and identified an ideal candidate quickly"

Chief Human Resources Officer - Healthcare

What is your secret sauce of compliance?

It is essential for a compliance function which wants to be effective, valued and have a seat at the table, to interact frequently with the business folks to build relationships, knowledge and trust, and be on the spot to give timely, solution oriented advice. Having said that, it is equally important for the function to maintain its independence so it can make the tough calls when all other avenues are exhausted. Finding that balance is critical. Having invested time in the former, helps you execute the latter – and even be respected for it.

What is one thing you changed in the past year that made a big difference to the compliance culture at Zimmer Biomet?

Leveraging the power and reach of the company's leadership team to communicate directly and frequently the value that the company placed on ethical behavior. Being told by their boss, rather than the CCO, that hitting sales targets is not enough, but that it has to be achieved in a compliant manner, and that they are expected to complete their compliance training on time, report any problematic behavior they witnessed, seek help if they came under pressure to bend the rules, is incredibly powerful. It really moved the needle. Knowledgeable and supportive leaders are your most effective compliance ambassadors, use them!

What was one of the most helpful "lessons learnt" coming out of your lengthy corporate mentorship?

Never skip on the time spent on "root cause and trend analysis". It is not enough to detect, investigate and remediate each individual occurrence of misconduct – invest as much if not even more time to understand why something happened in the first place, what motivated someone to take a shortcut, why the internal control didn't work, so that you can identify and implement the changes necessary to reduce the likelihood of it happening again.

What advice would you give to a compliance leader embarking on their first experience of a Corporate Integrity Agreement and Mentorship?

Don't be defensive, be open to feedback, treat the experience as an opportunity to improve your compliance program and culture, no matter how good you may think it already is. Establish trust and a strong working relationship with the Monitor so that everyone can identify and focus on the real issues, and your team's time and the company's money is put to good use.

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

I would ask them if they are curious, attentive to detail and nuance, possess business acumen, good at building relationships, solution oriented, resilient, tenacious, and, should the situation call for it, courageous. If the answer is yes, I would hire them on the spot!

JD or not JD, that is the question

A JD is not the first thing I look for on a resume. It obviously does help for some of the positions on a well structured compliance team, but a strong finance background is equally valuable, as are strong interpersonal skills, exposure to certain industries, and hands on experience helping a company achieve certification. I value diversity above all.

What in compliance keeps you awake at night?

What I don't know There is always an underlying worry that I may have missed something. It is not necessarily a bad thing, it keeps me on my toes and always looking for more innovative and efficient ways of doing things.

Why did the compliance officer cross the road?

Because he spotted the perfect solution on the other side.

*Interviewed by Steve Harrison
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HAVE A COMPLIANCE JOB TO FILL OR LOOKING FOR ONE YOURSELF?

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