

3 THINGS

YOU MAY NOT KNOW ABOUT ME...



MATT WETZEL

Former Chief Compliance Officer
GRAIL

1. My first summer job was working in the collections department of a bank, which included repossessing cars.
2. I serve on the Board of Directors of the World War II Foundation, a non-profit organization that produces award-winning documentaries about World War II.
3. I once met and did a round of tequila shots with Farrah Fawcett and Tony Danza!



Have you ever accepted a counter offer?

Yes and it worked out well **23%**

Yes and I regret accepting it **11%**

No I wouldn't accept a counter **66%**

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

The secret sauce, from my perspective, is about connection. It is imperative to meet with and connect with your business partners, to know their strategies, to understand their specific goals and tactics, and to familiarize yourself with how they best receive information.

If you don't understand the business and its processes, compliance guidance is delivered in a vacuum and may make little sense. If you don't understand your business partners and how they communicate, you can't deliver the right compliance guidance in the right way at the right time.

What is one change you believe made a big difference to the compliance culture at GRAIL?

Several collaborators and I launched the company's first LGBTQ Employee Resource Group. ERGs help provide a sense of community, which I believe is part of the crucial recipe of a culture of ethics, compliance, and doing the right thing. I've been fortunate enough to contribute to diversity and inclusion initiatives over the years in many capacities, including previously helping lead the LGBTQ ERG at Boston Scientific, working on various medical technology industry diversity initiatives, and supporting the American Health Law Association's D&I efforts.

What do CCOs need more of?

CCOs need access to financial resources and to human resources in a way that can allow a program to be nimble and to develop over time.

This could mean developing controls needed for the business to safely undertake a new business strategy that was previously not contemplated, launching an unexpected internal investigation, or responding to an unforeseen audit finding or government report.

I say "develop over time," because a compliance officer needs to build the company's program to keep pace with the business's growth. If a company's compliance program is staffed and resourced the same at \$20 million in revenue as it is at \$2 billion in revenue, there might be problems.

Interview by Steve Harrison, Partner at Conselium Compliance Search
steve@conselium.com

How did you make sure that compliance stayed relevant at GRAIL?

It's back to the secret sauce! Maintaining a close connection with the business; understanding business plans and strategies helps ensure that a compliance program's policies, training needs, and auditing strategies, etc. are focused on the right issues and incorporate the right controls that the business needs.

But second, staying closely connected helps ensure that a CCO has the opportunities he/she needs to relay and teach the rules to business partners.

JD or not JD, that is the question

I tend to fall into the camp that recognizes the unique value a JD can bring to the CCO role. A lawyer is trained to spot issues, to think strategically, and to understand the nuances and complexities of difficult rules. A lawyer is expected to be an advocate for his or her client and must know how to communicate well. And a lawyer is trained early in important business partnering skills. All of that said, many of the most talented, most expert CCOs I know and respect immensely do not have a JD.

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

Go for it! Compliance is a rewarding field and offers an entirely unique set of challenges. It requires you to balance business needs and goals against legal mandates, regulatory requirements, and industry standards. It requires you to lead through influence, to build relationships with people who may think entirely differently than you do, and to trust your business partners to do the right thing.

Why did the Compliance Officer cross the road?

To build a compliance guardrail on the other side.

PEOPLE ARE TALKING



"We found our unicorn by working with Conselium!"
- General Counsel - Technology



"Steve is a dynamic recruiter - thank you for all of your help!"
- Head of Compliance - Healthcare



"Conselium presented their shortlist within the two weeks as promised!"
- Chief Legal Officer - Pharma

ARE YOU HIRING IN COMPLIANCE OR WANT TO LEARN ABOUT OUR OPENINGS?

Please click the links below - we look forward to hearing from you!

[CONTACT US](#)

[CURRENT JOB OPENINGS](#)