

3 THINGS

YOU MAY NOT KNOW ABOUT ME...

1. People are often surprised to learn that I love Pink, Linkin Park, and Donny Osmond. They're just as surprised to learn my nose is pierced and I have two tattoos.
2. Although I am an introvert, I recently celebrated my 15-year anniversary of being a Jazzercise certified instructor!
3. I am quite adept at inserting random movie, TV and book quotes, and song lyrics, into everyday discussions. My sister and I have full-on conversations using nothing but quotes. We know all the dialogue, song lyrics, and dance moves to "Grease" and "Grease 2."



WENDY BADGER
Global Compliance Counsel
Tennant Company



Has the option to work from home improved your work / life balance?

Yes

82%

No

14%

It depends!

4%

How do you make sure that compliance stays relevant at Tennant?

Partnering with business leaders so I understand what their concerns are helps me tailor training, communications, strategy and focus areas based on what's most relevant to them. When I can explain why this compliance initiative matters to them in ways that directly impacts their responsibilities, it shows the content is not just checking a box, but is relevant and helps them to be successful.

JD or not JD, that is the question

Twenty plus years ago when "compliance" first started being recognized as a discipline, having a JD seemed essential. In part to give the area credibility, and in part because the "years of experience" alternative to education requirements was not yet feasible. Now, compliance is coming into its own as a profession and the JD is not as essential, though we still see it more than we should in job descriptions.

There are certifications and degree programs designed specifically for ethics and compliance professionals that do not require a JD. There are certain skills that are often learned when earning a JD, but that is not the only way to gain those skills. When I am hiring to fill a compliance role, I look for individuals who can demonstrate they are: nonjudgmental, empathetic, analytical, detail-oriented, and curious.

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

Compliance can mean a lot of different things in an organization - SOX, OSHA, supply chain, trade sanctions, antibribery, anticorruption, policy management, conflicts of interest/disclosures, money laundering, risk management - the list goes on. Understand what within the broad "compliance" realm interests or intrigues you. Focus there first, do your research and talk with people in the field to understand what the roles entail, what a typical day looks like, and whether you can see yourself doing that work. Industry also comes into play and can be very nuanced. Understanding those differences can help you blaze your own trail!

Why did the Compliance Officer cross the road?

To audit, test and evaluate the controls.

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

I'm not sure I have figured out the recipe for the secret sauce, but I do know that I cannot do it alone. My goal is to leave it better than I found it. When I focus on being authentic and transparent, acting with integrity and empathy, and seeking answers by asking lots of questions, often, I accomplish that goal.

What is one thing you changed that has made a big difference to the compliance culture at Tennant?

When things go sideways, it is not helpful to point fingers or place blame. Focus on staying calm to first fix the problem. Then review what happened to find out why it happened and what can be done to prevent it from happening again. That's the cycle of continuous improvement. We won't always get it right, but we learn from what we've done in the past to make it better, and hopefully catch and fix the issue before it becomes a problem. While we need to be good at putting out fires, it is better to stop the fires before they start.

A calm and measured approach helps put others at ease and allows them to be solution-oriented, rather than being panicked that they're going to get in trouble. Being responsive rather than reactive encourages people to speak up and ask for help rather than try to hide a mistake and make it worse.

How do you build and maintain employee engagement in compliance?

Employee engagement is built and maintained slowly, methodically and intentionally. Create a compliance ECHO by engaging: Early, Cross-functionally, Helpfully, and Often. Cultivate content that is interesting and relevant. Know your audience to help you tailor messaging so employees understand, "What's in it for me?" and how it can help them do their jobs more effectively, efficiently, ethically, and successfully.

What do CCOs need more of?

Cross-functional (vertically and horizontally) collaboration. And budget. Understanding that even the best technology cannot fix a broken process. Fix the process first - then determine if there is a technology solution that can make it more effective and efficient.

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

A good hydration and moisturizing regimen!

I try to focus on what I can control and heed the advice of Princess Anna from "Frozen 2," where she said, "Just do the next right thing".

Interview by Steve Harrison, Partner at Conselium Compliance Search
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PEOPLE ARE TALKING



"Conselium have twice assisted us and have presented more than one offer-worthy candidate each time."

- Chief Counsel- Financial Services



"Lived up to the reputation - position filled!"

- Recruiter - Manufacturing



"The responsiveness and quality of candidate presented was impressive."

- Chief Operating Officer - Laboratory Testing

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

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