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MORE ABOUT ME

What is the most interesting thing about you?

I bought an apartment at the age of 24 on my own – I like to set stretch goals and reach them. Moving to the US to experience the American dream was another stretch goal!

Skydiving, sunbathing or sightseeing?

Sightseeing – I'm fortunate enough to have lived and worked in five countries and consider it my responsibility as a guest to explore the region as much as possible.

What is one thing you could not go a day without? (Not including necessities)

An act of kindness.

What would you love to learn to do?

Sing – singing in tune would be delightful and I suspect those around me would love it if I learned to do this too!

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

First and foremost is understanding that as Compliance professionals, we are often held to a higher standard in terms of the ethical expectations others have of us. Not breaking that trust is critical. I rely heavily on authenticity and candor.

Understanding that there is a significant difference between what I need to know as a Compliance professional vs what my colleagues need to know about how to do their day job in an ethical and compliant manner. Making messaging palatable, meaningful and memorable takes effort but it's always worth it. At the end of the day Compliance is essentially a sales and marketing role in terms of persuading colleagues to buy the protocols, values and controls we are selling to them and ultimately we are a customer service function.

What is the work achievement that you're most proud of?

Campaigning for a dedicated culture of integrity function and resourcing. A CEB (now Gartner) survey from 2016 showed that the most popular primary goal of Compliance functions is to cultivate a culture of integrity. After commencing my own work in this area, I learned pretty quickly that despite this objective being a priority, many companies did not allocate specialized and dedicated focus to the goal. I also realized that many companies that thought they were furthering a culture of integrity, were in fact mistaking advocacy and outreach initiatives such as their Compliance Week as culture of integrity initiatives.

My team and I have worked on promoting and measuring a culture of integrity in a focused and consistent way, rather than ad hoc, as a new best practice to supplement the already great work my company has done to maintain the seven elements of a Compliance program.

What is your favorite question to ask people you interview?

An easy way to determine whether a potential colleague is a good fit is to pose a hypothetical scenario with tricky ethical decision making to them, ideally of a spin on a situation that has actually occurred at your company during an investigation so that it is realistic. Then ask them to walk you through their thought process of what they think about the situation and how they would address it.

I also like to ask people how they like to be managed, particularly when it comes to receiving feedback.

What does it mean to be an ethical company in 2022?

An interesting turning point in recent times is that it's no longer enough for companies to stay quiet on world topics that had previously not been spoken of, or even considered completely taboo. They are expected to make public their corporate position on issues such as social justice.

This is a change from even five years ago and Compliance departments need to be ready to address potential reputational risk from omission to speak up when expected. For controversial topics where there are strong or extreme views, this could be a potential minefield, but one thing's for sure, we'll be on our toes and showing our value as Ethics and Compliance professionals!

What's an area in your Compliance program you've innovated on recently?

We have leveled up our tone from the top in Compliance training by acknowledging that the CEO's mere presence in a training is a signal that they think it's important and care about Compliance. Instead of wasting precious learner time by getting them to say that kind of message year on year, give every minute of your training value and instead use your leaders to teach on a learning objective in the training.

Essentially this idea is about turning your leadership into adjunct Compliance professors as part of your tone from the top. Last year we did this by way of videos. This year we're using animated renderings of the chosen leaders to introduce a different approach and visuals to keep things interesting.

How do you stay motivated?

A relevant post by Brad Stulberg said: "A big misconception is that you need to be motivated to get rolling. You don't. Motivation often FOLLOWS action, not the other way around. You don't need to feel good to get going; you need to get going to give yourself a chance at feeling good".

I'm in the middle of drafting my second book at the moment – it's about leveling up your Compliance program - and as much as I'm conscious of the fact that I need to actually finish the thing to get it published, sometimes the thought of sitting down to work on it is unpalatable.

Brad's sage advice reminds me that I just need to bring up the draft and start turning my mind to it for the words to start.

THE RESULTS ARE IN

On LinkedIn we asked:

How often do you have technical problems connecting to and during video calls?

Never	38%
Fairly Often	54%
Very often	5%
All the time	2%

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