

Marianne Ibrahim

CHIEF COMPLIANCE OFFICER
CHAMPIONX



MORE ABOUT ME

What is the most interesting thing about you?

I've traveled to 84 countries and plan to travel to all in my lifetime, hopefully. I truly enjoy immersing myself and continually learning about other countries and cultures.

Skydiving, sunbathing or sightseeing?

Skydiving! Always up for an adventure!

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

Face to face interaction with others. I enjoy ecclesia / community and you can imagine how tough that was during lockdowns. I will never take that for granted again.

What would you love to learn to do?

Progress with my painting beyond water colors and master acrylics.

Q&A

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

Listen and engage. Avoid the ivory tower image and engage with employees across the globe. This is a pedestrian role, meaning to be effective I need to walk alongside employees to truly understand the pulse of our organization. I commit to interact with as many employees as possible via small groups, town halls, meals, pulse meetings, roundtables and remote global site visits.

It's difficult to understand and espouse a culture of integrity if one is disconnected from employees and has not listened, faced or experienced their challenges. It's also imperative to empower our employees to speak up and support the values of our company. Culture is a key differentiator, not only enabling us to outperform our peers, but also to foster strong morale and employee retention. A sustainable culture of ethics and integrity requires a sense of community and trust. That community and trust cannot be accomplished from behind a screen.

How have you approached revamping the compliance program at ChampionX?

I've reached my first 90 day milestone; listening and learning has been my priority. In order to tailor a program to genuinely fit the needs of an organization, one must listen and learn how the company and employees are currently operating. 'The First 90 Days' is an excellent book that I highly recommend, whether it's a new job, role, or responsibility.

What makes a GREAT compliance leader?

Adopting a servant leader and empathetic leader role. Also having not just the IQ but the EQ to understand the comprehensive nature of risk, how it impacts a company and its employees, and how to effectively mitigate such risk. I've seen leaders lack the EQ part and, as a result, they simply are not effective.

Share one not-so-secret trick to keeping a team motivated.

Ownership, accountability and recognition. One idea I adopted from Goodr, the sunglasses company, is having each team member take ownership by leading one of our compliance team meetings.

At the end, we always showcase a couple of employees for outstanding work done. My team works quite hard and it's imperative to recognize that and express gratitude.

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

It's beyond following the letter of the law; it's continually investing in a culture that leads with integrity from all levels of the organization, not just the top. All tones from the top matter, as wisely summarized once by Tom Fox. It is empowering employees to take ownership and continually advocate for an ethical culture.

Why did you decide a career in compliance was right for you?

One of my great mentors, C.E. Rhodes, introduced me to this career in 2010 and I am forever grateful. I was passionate about this career from the start and ever since I can't imagine doing anything different. It easily aligns with my values, intellectual curiosity, and interest in learning about our global community.

The challenges of a compliance officer are never-ending – how do you personally stay motivated?

My challenge may be the opposite, I'm quite tough on myself and will always see opportunities for improvement and, thus, my work ethic may go into overdrive. To address this, I schedule down time to unplug and make time for the things I enjoy such as painting, traveling and taking a nature pill by spending time outdoors.

Is technology and automation the answer to the understaffed compliance team?

Yes and no. It takes quite a lot of effort and time commitment to initially vet, select and implement technology for it to be properly tailored, connected with systems, and provide meaningful automation or data analytics.

Thereafter, it requires dedicated personnel to manage and have comprehensive oversight in ensuring it is operative, appropriately tailored, and the data is accurate. Additionally, resources must be dedicated to address outputs, outliers, etc. In my experience it initially takes additional compliance resources but can, if operating optimally and effectively, in the long run, allow for less resources.

What is your favorite question to ask people you interview?

When was the last time you apologized and why? It's fascinating what answers you receive that are quite telling and can enlighten on a candidate's character---especially when they can't recall the last time they apologized . . .

THE RESULTS ARE IN

On LinkedIn we asked:

If you got to finals in an interview process and were not the first choice candidate but they declined the offer, would you accept the job?

Yes without question	23%
Only if I were unemployed	11%
Maybe - I would have questions	60%
No	5%

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