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AFINITI

MORE ABOUT ME

If money and location were no object, what would your perfect day involve?

Something interior design related

Which TV show or movie can you watch over and over and never get bored of?

Hamilton, the musical

The house is on fire and every person and animal is out safely – which item would you dash back in to save?

My phone

Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

I believe it boils down to a combination of three key ingredients: communication, collaboration, and a culture of integrity.

Effective communication ensures that expectations are clear, policies are understood, and issues are promptly addressed. Collaboration involves working closely with various stakeholders, fostering relationships, and leveraging their expertise to build robust compliance programs. Lastly, creating a culture of integrity means instilling ethical values throughout the organization so there is a confluence in the company's DNA.

What is the best advice you ever received on how to run a compliance program?

The best advice I ever received on running a compliance program was from my Mom, which was really general life advice. It was to "Relax and go with the flow."

That may immediately seem antithetical to the construct of compliance. To me it reflects taking an approach of neither being so rigid one cracks under pressure, nor so feeble that you sway with every wind that blows. We know organizations can go through so many changes, strategy-wise, structurally, and a firm CCO favorite - sometimes, you don't get the budget you ask for.

Acknowledge the unique challenges of difficult business times and be open to adjusting compliance strategies accordingly. Show openness to adapt to changing circumstances without losing focus on compliance excellence. And be prepared to change direction while anticipating potential risks and documenting your rationale.

How do you "sell" compliance to other leaders?

Different strategies will work for different people, but for me, starting with "why" and continually making it relevant to their success. You cannot threaten people into action. Instead, you show people how they directly benefit from a course of action, or approach to problem solving. Being part of the solution drives collective engagement. And positioning your program in the business enablement space can be an effective way of driving alignment.

Are we winning or losing the fight on data security and privacy and why?

The fight on data security and privacy is complex, and giving a straightforward winning or losing verdict is difficult. While technological advancements have increased the risks associated with data security and privacy, there has also been a growing awareness and focus on addressing these issues. Organizations and regulators are implementing stronger safeguards, and individuals are becoming more conscious of their rights and privacy concerns. However, the evolving threat landscape and the rapid pace of technological advancements mean constant vigilance and adaptation are necessary to stay ahead.

How important is data analytics to a compliance program?

Data analytics plays a crucial role. It helps to efficiently and effectively identify patterns, trends, and anomalies within vast amounts of management information.

I am wary of any business leaders who don't ask for data or underestimate what even the absence of data might tell them. In more immature organizations or those with a command-control culture, there can be a fear of what the data will reveal or changes it will require the leadership to make. Data gives insights into potential compliance risks, helps detect suspicious activities, and proactively identify areas of concern. It can evidence compliance efforts to regulators and stakeholders, empower compliance teams to make decisions, enhance risk management practices, and strengthen the organization's overall compliance posture.

What makes a successful compliance leader?

A successful compliance leader possesses a combination of technical expertise, leadership skills and strong ethical values. They have a deep understanding of relevant laws and regulations, as well as industry best practices. They are adaptive communicators who engage with stakeholders at all levels of the organization.

Additionally, they demonstrate integrity, lead by example, and are emotionally intelligent. I invest time in staying updated on regulatory developments, industry trends, and emerging best practices, as this makes me feel confident and, in turn, relatively relaxed even during challenges.

THE RESULTS

On LinkedIn, we asked...

Are reference checks still necessary and useful in a recruiting process?

| | |
|------------------------------|-----|
| Important for the right hire | 23% |
| Provides some useful info | 21% |
| It's primarily box checking | 32% |
| No they're redundant | 24% |

LOOKING TO FILL A COMPLIANCE JOB OR LOOKING FOR ONE YOURSELF?

Please click the links below:

[HIRING A COMPLIANCE PROFESSIONAL?](#)

[CURRENT JOB OPENINGS](#)

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