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ZOLL MEDICAL

MORE ABOUT ME

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

Always surrounded by my family. We love to travel together, and rarely return to the same place again, so it would likely be us together on our way to someplace new.

If you could go back to witness one historical event, what would it be?

I am a giant believer in the butterfly effect, so for its impact on the world, I would love to be there to see the invention of the printing press.

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

This is an eclectic mix, but Big Bang Theory, the Sopranos, and Shawshank Redemption.

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

Nothing – what matters most to me is time with my family. I would rush back to rescue any of them. But once we were all safe (people and pets), stuff can be replaced.

Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

Being a business enablement function with an intense focus on adding value. There is a relatively low ceiling for compliance programs based on prevention and we're trapped in a never-ending game of whack-a-mole with the myriad constantly changing regulations. But it completely evaporates when you focus on how your program can help the business succeed in meeting its mission and purpose.

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

Treat all of your stakeholders as if they are customers who can choose to go elsewhere. Focus on service, responsiveness and value. Most of all, make sure that you are meeting your stakeholders where they are, not where they could theoretically be. Nothing fails faster than an ivory tower set of policies that have no real relationship to the way your business operates.

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.

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

Deep down I like solving problems - the more complex and challenging the better. And the compliance space is ripe with a range of challenges, from impacting culture, driving alignment and understanding why organizations run into trouble. So, the combination of important work, difficult challenges, and an apparent need for disruptive solutions makes my days fun and fulfilling.

What makes a successful compliance leader?

Vision, drive, adaptability, and most importantly a deep understanding of the organization (warts and all). An ability to struggle well and to see paths through the deep weeds of regulatory requirements and organizational inertia.

Compliance jobs often come with a high degree of stress – what is something practical you do to maintain a feeling of control?

You are not in control. Once you accept that, you can function very effectively. Compliance programs can fall into the trap of trying to control behaviors and activities – and then they fail. Instead, they should be trusted advisors.

Taking a page from auto racing, the driver has full control of the steering wheel, the gas and the brakes and is empowered to use all three to get the car around the track. The compliance program is like the spotter talking in the driver's ear – “hazard ahead”, “90-degree turn coming up”, “wreck on the left side.” By enabling business success, instead of constraining it, we give up control and yet achieve success.

How important is data analytics to a compliance program?

Vital. Data drives better decisions. Data validates priorities. And data drives senior leadership decisions. Trying to run a compliance program without data is like heading off to a new destination wearing a blindfold!

To what extent is it the compliance leader's responsibility to oversee ESG at their company?

Not at all. By which I mean that either ESG is part and parcel of what a company does, it is part of their DNA, or the company should not bother. Like ethics, this is not a compliance function, but rather an organizational perspective. Both require organizational will and choices, not just a few policies and press releases.

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

Overall we are losing because too many organizations are playing “not to lose” instead of seeing the opportunity that these areas can present. Information is key to long term success; it is often one of the most valuable assets a company has and if leveraged correctly it can be a competitive differentiator. Yet many companies resource the space as an afterthought. If the ROI is not there to resource it properly, it means that the team needs to develop the value side of the question more fully. Too often they focus on the cost side and that has led to a belief that these breaches are inevitable.

THE RESULTS

On LinkedIn, we asked...

To what degree do you trust the safeguards against whistleblower retaliation at your organization?

I trust them fully	17%
Somewhat trusting	27%
They are insufficient	24%
No trust whatsoever	32%

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