



Andrea Falcione

CHIEF ETHICS AND COMPLIANCE OFFICER
RETHINK COMPLIANCE

MORE ABOUT ME

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

Staying in an over-water bungalow somewhere in the Indo-Pacific and scuba diving when I want to – but only when I want to!

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

Michael Phelps winning eight gold medals at the 2008 Beijing Olympics.

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

TV: "The Bear" / Movie: "The Godfather"

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

Ugh – I hate to admit this, but probably my laptop.

Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

We keep things practical. All of our compliance content – both what we distribute as part of our internal compliance program and what we develop for and with our clients – is concise, easy to understand and to the point. By content, I mean policies and procedures, training and communications and more.

The days of long, boring compliance content are over. At Rethink, we employ professionals from every working generation – Baby Boomers, Gen Xers, Millennials, and Gen Zs – and, frankly, we are similar in one important way. We're all connected to our phones, and everyone is used to consuming content in short bites. Blame it on the internet or social media, but it's reality. So, I'd say my – actually, our – secret sauce is keeping it simple and making it easy for employees to comply.

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

Honestly, like so many others in our space, I kind of "fell into" compliance. I practiced law for nine years and was in house at a Fleet Bank in Boston. When Bank of America acquired Fleet in 2004, the company wanted me to relocate to New York and, as I always say - like any good New Englander - there was no way I was moving to New York! Instead, I took a deep breath and reevaluated my career.

I absolutely hated the practice of law, so when an opportunity opened up to join the first Advisory Services team at a start-up company in the compliance training space, I jumped at the chance. And I've never looked back!

I decided compliance was right for me because I get to use the skills I learned as a lawyer, but not actually practice law. Also, as a practicing attorney, you're always fighting with someone, which is exhausting. In compliance, you can put two competitors in the same room, and they'll talk about how they manage compliance risk. Our industry is very collaborative and filled with professionals who really care about making a positive impact, which I find really rewarding.

What makes a successful compliance leader?

Courage, conviction, and compassion make a successful compliance leader. And authenticity counts more than you might think. It's imperative that people trust you, and you have to be comfortable having very difficult conversations.

What is one key area of focus for compliance in 2023?

Artificial intelligence, hands down. I attended four conferences in the summer of 2023, and the topic of AI was everywhere – in sessions devoted to the topic, in sessions not devoted to the topic, and in just about every side conversation I had. Before AI, compliance professionals were wringing their hands about data analytics, but I have a feeling that AI will make data analytics look like child's play! We're focused both on how to use AI – and manage AI risk – in our own organization, while also working to help clients manage this expanding risk in their organizations. Rethink developed a great AI awareness video and distributed it internally, and now we license it to clients for their enterprise-wide deployment.

How important is data analytics to a compliance program?

Very – just ask the Department of Justice. That said, I think many compliance professionals are unnecessarily intimidated by data analytics. Data analytics doesn't have to be about "big data." There are a lot of great things that you can do with the data you own in compliance – Code and policy data, survey data, training data, hotline data – as long as you are correlating it. Simply reporting on activity metrics – training completion numbers and hotline statistics, for example – isn't data analytics. Data analytics is about examining and connecting different sets of raw data and converting what you learn into actionable insights.

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

As a young lawyer or a young physician, you're often thrown into the deep end without knowing how to swim. Back in the day, I remember so often thinking to myself, "At the very least, if I make a mistake, people will lose money – but nobody is going to die." That same adage holds true for me today. Like all of us, I'm a human being who makes mistakes and experiences stress, but I try to take it in stride when I do.

How do you "sell" compliance to other leaders?

Compliance is part of our DNA at Rethink – it's in our name, and it's what we do. So I don't need to "sell" compliance to anyone, other than our clients, of course! All members of our leadership team understand the importance of compliance and fully support our program. Otherwise, they wouldn't be at Rethink – it's as simple as that. I'm obviously very, very lucky in that regard.

THE RESULTS

On LinkedIn, we asked...

Have Environmental, Social, and Governance initiatives been less prioritized at your company in 2023?

No longer mentioned	28%
Discussed but less focus	40%
Still a major focus	33%

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

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