

# Blaine Dart

COMPLIANCE OFFICER - US AND CANADA  
ZIMMER BIOMET



### MORE ABOUT ME

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

I would love to start each day with a sunrise over a mountain range. I grew up in Alaska and Utah, but have been in the Midwest more than 20 years. Being outdoors and with my wife and kids brings me greater happiness than anything else.

My dream day would begin with an early morning tee time to play 18 on a mountain golf course, ideally with some wildlife crossing the fairway in front. Then, in the afternoon, I would spend time coaching my kids in softball, baseball, or football, or watching them play for their school teams.

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

The Moon Landing. I have always been a bit of an astronomy nut and consumed by the vastness of outer space. To think we conquered it in some small way has always been inspiring to me.

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

Field of Dreams. I grew up loving baseball and being coached by my Dad. We would spend hours hitting balls on the school diamond or in the backyard. I remember watching Field of Dreams with him when I was in junior high and seeing a bit of a tear in his eye. I lost my Dad when I was only 19, and can hardly make it through Field of Dreams today without thinking of him and maybe shedding a few tears.

## Asked & Answered

### THE SECRET SAUCE OF COMPLIANCE

**What is your secret sauce for compliance?**

I don't believe there is simply one "secret sauce" for anything, except perhaps my mom's pork-chop gravy! Rather, the secret to successful compliance programs is customizing a program for the strategy, operations, and specific risks of a business based on the industry, regions, commercial models, and government regulations that impact your business. This customized approach requires compliance officers to be heavily connected and involved with the mission, strategy, and operations of the businesses we support.

If there is a secret of compliance, it's that it not be a separate "oversight department" but rather an important component in the effective operation of the entire business. When compliance staff and leaders are embedded with the business leaders, work closely with gatekeepers in finance, legal, and human resources, and are involved in developing the corporate business strategy, then the compliance program can evolve and improve the commercial operations of the business. It is through this process of developing, refining, and operationalizing the program that compliance can be most valuable to the organization.

**How do you "sell" compliance to other leaders?**

Successful compliance leaders are business partners who share the commercial team's mission, strategy, and goals. Ensuring that we understand business objectives, priorities, and goals positions compliance leaders best to serve their internal clients. I tell my business partners that I will never say "no" without attempting to provide a reasonable alternative that achieves the goals of the proposed action. Consistently delivering on that promise sells compliance not only as a "gatekeeper," but as an integral part of the business operations.

By helping business partners identify compliant solutions to customer problems that further the organization's goals, compliance earns its seat at the table - typically resulting in being brought into discussions earlier in the process. Demonstrate your understanding of the business and its goals by actively participating in the commercial discussions, rather than waiting for an opportunity to bring compliance into the discussion. In healthy organizations, compliance reaches a point there it no longer needs to sell itself, it becomes part of the culture and language of the business.

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

In private practice, I was a litigator primarily representing medium-sized businesses in contract and employment disputes. After moving in-house, I was primarily responsible for product-liability litigation and risk management for a medical device manufacturer. Leading our litigation team helped me learn the ins and outs of our products, but I didn't feel connected to what our business was doing. I was putting out fires, but not preventing fires from happening. When I moved into compliance, I felt more connected to the mission and strategy of our business. I could see the impact of what I was doing on the present and future state of the business. It gave me a deeper understanding of our business and a greater connection to the mission.

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

To me, victory in the fight on data security and privacy means that personal data is processed in a lawful, fair, and transparent manner. All stakeholders—from data-driven businesses to ordinary consumers—can thrive in an environment where companies are open about what they are using data for, and personal choice is asked for and respected. . With this perspective, even a casual user of technology will notice significant progress has been made in the digital world toward giving data subjects privacy notices they can understand and a fair opportunity to exercise their privacy rights. How we allocate credit for this global progress between government regulators, consumer advocates, and business enterprises is beside the point. A compliance leader should build upon this momentum and contribute to a company culture where data security and privacy are paramount and seen as a driver of business growth, not just a growing risk.

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

There will always be unanticipated changes and surprises, but managing the activities, resources, and meetings that you can control will limit the disruption caused by the unplanned events. First: Hire people you can trust and empower them to make decisions and take some responsibility off your shoulders and rely on them to do their jobs. Second: Manage your calendar. Participate in important meetings where decisions are being made and delegate the less urgent meetings to your teams. Schedule and plan times to host recurring meetings, prepare planned reports and manage your staff. Finally, take time for yourself, whether that means scheduled walks, lunches with colleagues or spouses, reading for pleasure, or catching your kids' sporting or school events. Find things you can use to refocus your mind when the stress increases.

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

Keep it simple. Compliance and Ethics are about ensuring that the organization is equipped with the right tools, knowledge, and skills to do the right thing when faced with pressure. The teams that we serve are navigating enormous commercial and macroeconomic issues that add pressure to their job. Thus, let's make it as easy as possible for them to know what the standards are and what's expected.

As compliance leaders we need to ensure that every employee in our organization has access to the information to do their jobs while minimizing risk to the company. Ensuring that our policies, trainings, communications, and expectations are simple, accessible, and easy to understand is imperative.

As compliance officers, we spend most of our time thinking about how to mitigate these kinds of risks, but the employees on the front lines, interacting with vendors, suppliers, and customers; they're spending little time on such matters. So we need to make sure that the information we provide them is simple, direct, and on point.

## THE RESULTS

We asked...

**To what extent are you concerned about personal liability as a Compliance Officer?**

Greatly and may change jobs	18%
Concerned but sticking with it	53%
Little to no concern	29%

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

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