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SENIOR DIRECTOR COMPLIANCE
HERTZ

MORE ABOUT ME

What's one dish that always gets rave reviews? (The *real* Secret Sauce!)
I love baking cakes, and my absolute specialty is cheesecakes. Getting a cheesecake right is all about structure, balance, and patience so the texture doesn't crack under pressure. But the secret sauce is the topping; it's designed to bring just the right amount of contrast to the sweetness, much like a well-crafted compliance training program that keeps the business sharp.

What is one non-work-related opinion you will defend until the end?
That changing your mind when presented with new evidence is a superpower, not a weakness. We live in a culture that treats changing your stance as a lack of conviction. But clinging to an old opinion just because your identity is tied to it is intellectual stagnation. There is immense dignity in saying, "I used to think differently, but I learned more, and I was wrong." True strength isn't about being unshakeable, it's about being adaptable enough to chase truth over comfort.

What do you do when disconnecting from the grid?
I spend quiet afternoons walking along the trails of the French countryside. There is something beautifully grounding about nature's organic pace, whether walking through woodlands or open fields. No internet, no immediate crises, no pings, just a chance to step away from the digital noise and let the mind reset naturally.



Asked & Answered

What is your secret sauce for compliance?

Compliance at the speed of business, seasoned perfectly to the commercial menu. If compliance operates on a different clock than the rest of the enterprise, it fails. My secret sauce is embedding real-time regulatory gating directly into the commercial architecture. We don't pause operations to analyze risk retroactively, we design intelligent controls that live inside the daily business cycle. By synchronizing governance with the natural velocity of business operations, compliance stops being a periodic bottleneck and becomes a seamless, high-speed corporate engine.

They say stories are more impactful than data in compliance training – what's one powerful success story that you've used to get skeptics on your side?

I once dealt with a brilliant commercial director who viewed our international sanctions and anti-corruption controls as "bureaucratic quicksand" slowing down his pipeline. Instead of throwing the code at him, I sat him down with the autopsy of a recent enforcement action against a direct competitor.

I didn't talk about corporate fines; I talked about the personal fallout—the 6:00 AM searches, the endless depositions, and how a 20-year career evaporated in a single day. He not only understood that compliance was meant to also keep him safe, he became our loudest advocate. When you align risk management with real-world consequences and individual accountability, commercial resistance vanishes.

Does anyone read the compliance manual?

Only the regulators, and maybe internal auditors and compliance officers when they have insomnia. If your compliance program relies on someone reading a 150-page PDF, you don't have a compliance culture; you have a paperweight. We stay relevant by delivering compliance in "snackable," just-in-time friction points embedded directly into daily interactions and tools the teams use regularly.

How much of the compliance job is corporate psychology vs. enforcing rules?

It is overwhelmingly corporate psychology because compliance issues are rarely just about simple regulatory failures. Systems do exactly what we tell them to do, but compliance breakdowns happen because of a structural mismatch: we build rigid, unworkable rules that fail to account for how people actually operate under pressure.

When a process makes it too painful to comply, well-meaning teams will invent risky shortcuts just to get their daily work done. The real challenge of corporate psychology isn't correcting a rogue employee, it's recognizing when poorly designed processes are forcing people to bypass the guardrails entirely.

THE SECRET SAUCE OF COMPLIANCE

What can executives do to help the Compliance Officer be more effective?

Treat compliance as a strategic filter at the inception of a deal, rather than an autopsy tool at the end. Executives make me effective when they bring me to the table before the architecture of a major transaction or market entry is finalized.

When leadership visibly defers to a compliance threshold on a high-stakes partnership, showing that integrity is a non-negotiable metric of success. It establishes an institutional standard that no amount of corporate training can replicate. We don't just need budget, we need our mandate built directly into the company's definition of commercial excellence.

Are bonuses based fully or somewhat on a company's financial performance appropriate for compliance professionals?

Partial alignment is healthy; full alignment is a structural hazard. A compliance executive cannot be entirely insulated from the commercial reality of the company. We should have some skin in the game to ensure our advice is pragmatic and tied to corporate growth.

However, the moment a compliance leader's bonus is heavily or fully indexed to short-term EBITDA or volatile quarterly revenue targets, you have cross-wired the system. You've created a psychological conflict of interest where the person holding the safety valve is financially incentivized to look the other way. Our primary incentive must always be indexed to the long-term enterprise value, resilience, and reputational health of the firm—not the immediate gratification of the current fiscal quarter.

Have you seen any examples of compliance (following the law) and ethics (doing the right thing) coming into conflict with one another?

Constantly. It is the classic dilemma of a strategy that is perfectly "lawful but awful." The law is rule-driven, but ethics is value-driven. If your ultimate benchmark is merely "Is this legally permissible?" you are already exposed. The law establishes the baseline floor of what you can get away with, not the ceiling of what is responsible. We might win a technical legal argument in a courtroom three years from now, but it won't matter if we lose the trial of public opinion by lunchtime today.

If compliance has a seat at the table, how does it stay relevant?

By speaking fluent business and strategy, not legalese. We stay relevant by being commercial accelerators, not organizational brakes. If we can design our compliance frameworks to help us clear massive enterprise procurement cycles faster than our competitors, compliance ceases to be a cost center: it becomes a competitive advantage that wins bids.

The Results

We asked...

Would you consider hiring someone who has blown the whistle at a previous organization into your compliance department?

Yes, it's a big plus	41%
Yes, but with reservations	15%
No, creates trust issues	3%
I would need context	39%

HIRING A COMPLIANCE OR PRIVACY PROFESSIONAL,
OR LOOKING FOR A COMPLIANCE OR PRIVACY JOB?

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HIRING IN COMPLIANCE OR PRIVACY

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