

Before identifying criteria to evaluate a potential Chief Compliance Officer, look at how the most progressive companies view the role of compliance today.

We at Conselium are seeing a consistent desire that the compliance function be a business partner that can educate and instill an ethical and compliant culture without impairing business growth. This adds value to the bottom line: current and future employees wish to align with you as do third-party vendors and suppliers. The results correlate with healthy stock prices and favorable reputational branding.

### A Business Partner

Today's chief compliance officers don't just spout regulations – they offer solutions that are keenly aligned with business objectives. Instead of saying, "You can't do it like that," they offer counsel like this: *"I advise you that your tactics would put us in odds with authorities, but let's review your business objective and develop alternatives that can steer us clear of regulators."*

### A Great Communicator

Since the CCO is in an executive leadership position, they must have the ability to shape opinion and influence people. Not silver-tongued and charismatic – but trustworthy and with integrity, because you can't influence people without those qualities. And, they need to be disciplined communicators who heed the old adage, "God gave you two ears and one mouth; use them proportionally."

### A Leader

The CCO must proactively develop relationships with key stakeholders and the Board. Being a strong manager in the recruitment, training, mentoring and motivating of one's compliance department is also imperative. You're only as good as your team.



# Qualities to look for in your next chief compliance officer

### A Savvy Businessperson

They must understand how the business works and what company owners are looking to accomplish. In fact, we are seeing more profile requests these days for candidates with business operational experience, so clearly this is important today. The CCO will find it a hard to build credibility without it.

### A Project Manager

Developing, implementing, monitoring and updating a compliance program requires process management skills. Since compliance programs should evolve to reflect ongoing business risk and regulatory changes, today's CCO needs to nail this. Six sigma-type training is a big bonus.

### A Technology Nerd (Sort of)

The CCO must be familiar with technology and how it can be used to capture and crunch data for "real time" decision-making. This is critical for large financial institutions that face the risk of money laundering and financial crimes. Today's CCO must be comfortable interacting with the IT department to design programs for predictive data analysis.

### A Student of Risk

In addition to evaluating and mitigating compliance risk, some CCOs are charged with Enterprise Risk Management. That requires a firm grasp of business risk (what is the risk in selling the goods and/or services of the company); geographic risk (i.e. doing business in highly corrupt countries); economic risk (i.e. changes in interest rates).

### Plugged In

Today's CCO has to stay abreast of new business developments and regulatory issues. Attending or speaking at professional congresses is an ideal way to share ideas, stay current on issues and develop a network of professional peers.