

Compliance & Ethics *PROFESSIONAL*

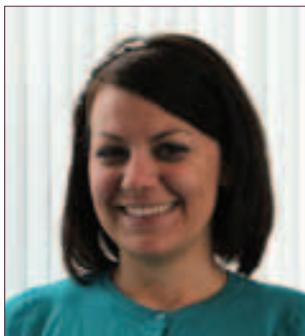


Vol. 8 / No. 6

12 / 2011

TOP STORIES INSIDE

- 4 Attacking third-party bribery risks
- 9 Risk management: What's a (smaller) public company board to do?
- 30 How does your compliance & ethics program measure up?
- 36 "It's your professionalism I respect"
- 44 From pawn shops to Facebook: A look back at the 2011 Compliance and Ethics Institute
- 34 In the Spotlight: Melissa Grandal Administrator of International Corporate Regulatory Compliance at IEEE



Meet Patrick W. Kelley
Assistant Director, FBI Office of Integrity
and Compliance

Steve Jobs has passed away

By Roy Snell



Now you might ask: What could Steve Jobs possibly have to do with compliance? A lot, I think. I happened to start my career in 1980 as a microcomputer support person. I was in his industry for five of its earliest years. Since then, I have watched him get criticized for being overbearing and difficult every one of those years except one. The only year that the storyline didn't lead with "He is difficult" was 2011. Now the story line goes, "Possibly one of the greatest innovators dies. Although he was, at times, difficult, what he has done for society is unmatched by anyone of his era." I am paraphrasing, of course, but I am sure you all have heard the praise and the off-handed comments about being difficult. Almost all are willing to acknowledge that maybe he could not have done what he did for us without the edginess.

I personally must confess a conflict of interest here. I am difficult and edgy. I don't think you can accomplish difficult tasks, innovate, or be a leader without being, on occasion, "difficult." People who go along and get along can accomplish many things and be great people; however, they will find it very hard to be outstanding

in their field. Idealists believe you can be 100% charming and very effective. I just don't think it is practical or realistic, and I don't think there are very many examples of it happening. I think most people who really stand for something have to be difficult at times, and I think we need to stop apologizing for it.

Compliance professionals should be as charming as they can be, and be charming as often as possible. However, on occasion, they must be what might be perceived as...difficult. The reason our profession exists is because those who came before us failed. They failed because they wanted to get along. They failed because the person they caught doing something wrong was going to make their life difficult if they tried to fix the problem. They are what I refer to as the "pointer sisters." They would point to the problem and say, "That's wrong." When it came time to fix the problem they could be found under the table. When the Congressional hearings took place for Enron, WorldCom, Tyco, and HealthSouth, their company leadership all said the same thing: "Yes, I knew about the problem, I told somebody, and I didn't fix it

because it wasn't my job." Society said, "If you don't have the guts to fix these problems, then we will create a position that will... and we will call it the Compliance Officer."

If you want to be respected in the short run, then always be charming, never stand your ground, and go along and get along. If you want to be respected in the long run, stand for something. On occasion...stand firm. On occasion...be difficult. You will be criticized. When you are done, they will look back on your accomplishments and say, "I wish we had more people like you." RIP, Steve Jobs. *

If you have any questions that you would like Roy to answer in future columns, please e-mail them to: roy.snell@corporatecompliance.org.