
The Seven Habits of an Effective Compliance & Ethics Professional

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The Challenge

- It's a complicated world
- Skewed Incentives
- Boards & Management don't know what to do
- "We have good people"
- Effectiveness requires courage and hard work



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1. Study Human Behavior

Ethics

- Perception: _____
- Reality
 - Cheating
 - Resumes
 - Stealing
 - Reporting
- Culture: the impact of authority and systems

2. Life-long Learning

- Study/work hard
- Observe successful people
- Read the newspaper
- View every challenge/mistake as a learning opportunity
- Solicit constructive feedback

3. Position Yourself for Success

- Who/What am I? Why am I here?
- The authority dilemma
- Leverage
- Be obsessively responsive
- Be a team player (Don't take yourself too seriously)
- Share credit/hoard criticism

4. Problem Solve

- Understand the problem
- Eliminate the word “No” from your vocabulary.
- Keep it simple
- Hire people _____ and
_____!

5. Align Incentives

Problem: Incentives are skewed

Solution:

- Specific, measurable objectives
- Link to compensation
- Transparency
- Culture matters

Beware of the non-solution: _____



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6. Be Courageous

- Be a Timex
- Practice difficult/courageous conversations
- Listen carefully
- Think before you speak (send)
- Attack the problem, not the person



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7. Be a Role Model

- Teach
- Talk and walk the talk
- Accept responsibility
- Stay calm (particularly in a crisis)
- Admit mistakes – the two most disarming words in the English language are “ _____ ”

Resources

- Why It's Hard to Be Good, Al Gini, Rutledge 2006
- The Lucifer Effect: Understanding How Good People Turn Evil, Philip Zimbardo, Random House 2008
- Reebok Rules, John B. ("Jack") Douglass III, ACCA Docket, 1992.
- The Seven Signs of Ethical Collapse: How to Spot Moral Meltdowns in Companies . . . Before It's Too Late, Marianne M. Jennings, J.D., St. Martin's Press 2006
- How to Pad Your Expense Report . . . And Get Away with It, Employee X, Easy Money Press 2005
- Crucial Conversations: Tools for Talking When Stakes are High, Kerry Patterson et. al., McGraw-Hill, 2002
- Difficult Conversations: How to Discuss What Matters Most, Douglas Stone et. al., Penguin Books 1999

Resources

2013 Federal Sentencing Guidelines, Organizations.

Chapter 8 – Part B. Remedying Harm from Criminal
Conduct, and Effective Compliance And Ethics
Programs.

[http://www.ussc.gov/guidelines-manual/2013/
2013-index-0](http://www.ussc.gov/guidelines-manual/2013/2013-index-0)

Building a Career in Compliance and Ethics. Joseph E.
Murphy, Joshua H. Leet, Society of Corporate
Compliance and Ethics, 2007.



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Questions



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