

Ashley Dubriwny

DIRECTOR OF ETHICS AND COMPLIANCE
THE NATURE CONSERVANCY



MORE ABOUT ME

If you could tell your past self one thing, what would it be?

The pathways to hope are endless. It always works out.

The interview for your dream job ends with a solo karaoke performance – which song would you perform?

It's gotta be Aretha, anything Aretha.

What is the most beautiful place you've ever seen in person?

Given my organization, I've been fortunate to have seen many beautiful places. However, nothing makes my heart leap like the quiet, autumnal beauty of my hometown in Kentucky.

What is your biggest ever extravagance?

Family trips. We've done Disney and visited several major U.S. cities with our kids. They are amazing travelers, and I wouldn't trade those experiences for anything. Europe and Japan are on our bucket list.

Asked & Answered

THE SECRET SAUCE OF COMPLIANCE

What is your secret sauce for compliance?

I believe that all of our ideas, initiatives, and efforts must be built upon one critical ingredient to ensure success, a people-first approach. I spend a good deal of time considering human nature and asking the question, "what drives our behaviors". As a compliance professional, and the parent of teens, I am committed to influencing behaviors in meaningful, lasting ways. We can do this by focusing first on shared purposes, ensuring that we, and our materials are approachable and accessible, and making clear the value we place on those we hope to influence.

To what extent are you concerned about Compliance Officer liability?

I'll quote my mentor here and say, "a compliance officer must always be prepared to quit." While that sounds bleak, the reality of this work is that power dynamics and the "bottom-line" are at play in any organization. While I don't think most people, or organizations, set out to get things wrong, it does happen.

Compliance officers can help their organizations actualize their desire to get things right, while also meeting their goals by demonstrating that virtuous business is the best business..

What is the ideal relationship between Compliance and Legal teams?

Compliance and legal make ideal partners who, together, can help advance the goals of the business with less risk and the highest integrity. It's important to identify key responsibilities for each group and thoughtfully navigate areas of shared ownership. With respect, clarity, and strategic collaboration, they are a powerful resource to the organization and those they serve.

If you weren't a compliance professional, what would you be and why?

I've been fortunate to have worn many hats throughout my career, and I find that working with people and exercising creativity bring me great joy. I've had a tremendous passion for communications since childhood. It would have been exciting to have had a career in internal or external communications, marketing, or even as a novelist. This last one will always be on my bucket list.

What are your predictions for the future of compliance in your industry?

I believe that the compliance industry is set for growth. It seems the emerging trend is a workforce that prioritizes committing to organizations that align with their values. People expect organizations to do the right thing. Not only do we want our employers to be ethical; as consumers, we expect it. With the fast flow of information and an emerging generation committed to activism, there is a growing social expectation for ethical business. We've spent a long time aligning to the expectations of regulators. I think that our children will hold us to an even higher standard, and companies will need to be ready to live up to those expectations if they hope to survive.

How can a compliance and ethics team work to prevent political polarization and conflict in the workplace?

It often feels the world is more politically polarized than ever before.

From family gatherings to school-board wars, politics have found a way to divide even the most committed groups. It's not surprising that we should also see this in the workplace, and our hotlines often bare the evidence of that division.

While I'm not sure we can prevent the polarization, I do think we can staunch the pain and start the healing when it happens. We do this by showing up to charged situations with empathy, centering those impacted, and helping individuals and teams rediscover shared purpose. While shared purposes might be hard to identify, we can often look to the success of our organization as a starting point.

What new subject matter expertise are you working on to stay at the cutting edge of your practice?

At the risk of sounding cliché, I will proudly share that I am leaning deeply into understanding and applying artificial intelligence in my work. There was a time when I avoided and criticized A.I., but I don't think we have that luxury anymore.

The more I learn, the more possibilities I see for the future of A.I. in this work.

The compliance profession will be among those called upon to help determine the standard for ethical A.I. use, now and in the days ahead. I'm committed to expertise in this arena to keep both my work and my guidance on the matter relevant.

Is Artificial Intelligence a pro or a con to the compliance profession and why?

Artificial intelligence, pro or con, is the future. While we are still discovering the issues and will be managing standards for years to come, I am thrilled at the possibilities that artificial intelligence will unleash.

I have a friend who was an early adopter. She has shared how A.I. is a learning machine that, over time, has adjusted to her needs, her humor, her culture. I've watched her level up her career by leveraging A.I.

She gets more done in less time, always has a starting draft, and her end products are impeccable. I think A.I. is a tool that can be leveraged to help each of us actualize our potential, and perhaps, exceed it.

THE POLL RESULTS

We asked....

Have you ever used a round of company lay offs to terminate under performing and/or troublesome team members?

Yes with intention	52%
Yes by coincidence	13%
No	35%

LOOKING TO HIRE IN COMPLIANCE OR LOOKING FOR A JOB YOURSELF?

Please click on the links below:

[HIRING A COMPLIANCE PROFESSIONAL](#)

[CURRENT JOB OPENINGS](#)

OCTOBER 2024