

## CEP Magazine – June 2024



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### Meet Ahmed Salim: Change is a positive in compliance

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By Ahmed Salim and Adam Turteltaub

**AT:** As I was putting together the questions for this interview, a theme of “change” emerged. You have worked in a lot of different environments and have written extensively about change management. Let me start with your career. You’ve been in-house at several companies and also worked for one of the major accounting firms. Let me ask, when should a compliance officer look to make a change in their career and try something new?

**AS:** It’s important to understand that people react differently to change, and everyone has their own way of dealing with it. Personally, I’ve always seen change as something positive, even though it can be challenging. That should be your basic mindset.

If you’re in a job where you don’t face any challenges anymore and you feel like you’re not being as effective as you used to be, it might be time to start thinking about finding a new opportunity that really interests and excites you. Stagnation can hinder your growth and satisfaction, so it’s essential to seek out new challenges and opportunities that energize you.

**AT:** When assessing new opportunities, what should they look for and look to avoid?

**AS:** I think it’s important for everyone to seek out challenges. If there’s a part of a compliance program you’re not familiar with, and you want to learn more, I believe it would benefit any compliance professional to take on that challenge. It’s always important to know who you report to—whether it’s someone from the legal or finance department—and understand their compliance knowledge.

Sometimes, though, you might find yourself reporting to someone who doesn’t have much experience or understanding of compliance. This can make it difficult for you to drive change in your department. It’s crucial to understand the dynamics of your reporting structure and make sure your boss understands what your department does. This way, you can work together more effectively and overcome any challenges that may arise.

**AT:** Your last change was about three years ago to iRhythm Technologies, a medical device and data analytics firm. What led you to make that leap?

**AS:** I saw a chance to create a compliance program and make a real difference in an organization with a strong mission, vision, and values. Plus, I really believed in the product. I felt prepared to lead the program right from the start and was eager to take on the challenge of educating everyone about why compliance matters. I wanted

to find people in the organization who could support me and help grow the program in a meaningful and effective way. It was an opportunity to not only build something essential but also make a positive impact on the entire organization.

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