

THE TONE IN THE MIDDLE

- HOW TO HARNESS THE MIDDLE MANAGEMENT CLOUT IN COMPLIANCE

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THE SETTING

- **Middle managers know their business and their people**
- **Difficult to succeed without the support of middle managers**
- **They are already very busy people**
- **Often natural scepticism towards ‘corporate’ initiatives**
- **Compliance means more reporting, more forms and more work**
- **Compliance initiatives often mean limitations to current operating procedures**

THE CHALLENGE

- How to win the middle management over?
- Do you understand their current business, tasks, challenges and problems?
- Do you care about their situation and how your initiatives affect them?
- What about individual differences?
- Sometimes the way you see the problem *is* the problem

THE SOLUTION

- **Listen, and then listen again**
- **Look for ways you can help or provide information – there must be some kind of common interest**
- **You must give before you can get**
- **If everything else fails – sheer power play can be considered**
- **With middle management on your side, the compliance world is a whole lot better**