I was Kamrul's direct manager for approximately 2 years at SitusAMC (Formerly Situs). I watched him thrive as the sole Compliance officer for the Americas, in a critical role responsible for multiple, critical, regulatory-prescribed, firm-wide compliance functions. On a personal level, Kamrul is highly ethical and has a great deal of personal integrity; on a business level, he has applied these personal traits to the development and management of Situs’s Compliance and Code of Conduct Program. A successful Compliance Program requires employee awareness throughout the organization, but the Compliance Department has had limited success with mandatory Compliance training and the required reading and acknowledgment of the Code of Conduct itself. To combat such "training fatigue", Kamrul showed tremendous innovation in conceiving, developing and rolling out a novel Compliance training and awareness program in the form of fun and memorable short videos that played in a continuous loop on monitors throughout the firm and on demand on the firm's Intranet. Myriad examples of Kamrul's leadership include not only training and developing junior employees, developing a firm-wide vendor-risk program, and taking on an active role in the developing a collaborative culture in the Situs New York Offices.

It is no exaggeration to say that Kamrul was very well known and highly regarded, both personally and professionally, throughout the firm. This results, in part, from a combination of his long tenure at his previous firm where he also held a senior Compliance Officer roles; his education background in technology, his ability to build inroads with supporting departments such as HR and IT, his regular presentations at firm-wide business leaders(which are monthly meetings held between the Compliance Department and representatives of all of the firm's business areas and subsidiaries); and his work ethic. But more importantly, this results from Kamrul being a team player and working collaboratively with his colleagues, at all levels, from junior analyst to Managing Director to members of Senior Management. This was a necessity given Kamrul's roles running the firm-wide Code of Compliance program, among others, but only a person with Kamrul's people skills and savvy could succeed in this role, as Kamrul has done, because it requires collaboration with and the cooperation of his colleagues throughout the firm.  By way of example, the Compliance training and awareness program which Kamrul conceived could not have been developed and would not have succeeded had Kamrul not collaborated with, among others, the Learning and Talent management, Human Resources and Marketing & Communications, all of whose buy-in and participation were required. In terms of successfully defending his ideas, like many organizations, the firm is slow to adapt to change, and it took all of Kamrul's perseverance and powers of persuasion to move the Compliance training videos from concept to storyboard to screen; in doing so, he overcame entrenched interests, generational skepticism and, as noted, adversity to change. Other examples of Kamrul's ability to successfully adapt to diversity include his stewardship many team building initiatives in the Situs New York offices, whose sole mission is to promote diversity and inclusion and firm-wide goal to build a culture of collaboration and inclusivity, and his previous experience in management of a diverse teams that was comprised of both men and women in locations ranging from Jersey City to Tampa to Manila.

While there is always room for continued development, Kamrul has been on the right trajectory in terms of both professional and personal development during the years that I have known him.  He is best served personally, and can best contribute to others and to the program as a whole, if he continues to do what he has been doing.  Specifically, Kamrul should continue to develop and hone his already strong leadership skills and, as importantly, continue to harness his creativity and energy into new areas and new projects - he has much creative potential and intellectual curiosity to be tapped, and would thrive in an environment that not only allows but encourages him to do so.  The areas where Kamrul has the most room to grow and will benefit the most is by prioritizing the many things that will be thrown on Kamrul’s plate based on his reputation. As business leaders, the ability to say “no” is as critical as the ability to executive on key projects.  Focusing on this ability to prioritize what is important and in line with the long term vision of the organization will be of great long-term benefit to him.