Tobias Gondrom

1. If elected, what would be your top three priorities for your first year on the board?

1. First and foremost I want to re-energise our spirit and culture of an open community. Only with empowering and including everyone to contribute can OWASP achieve its full potential. In the last few years I feel that while some projects have been doing well, we had some decline of activities of the broader community. I think we need to recognise that and return to a way of including and empowering every single one as much as possible. That means more decisions should involve the community as a whole and we should be flexible and empower the community chapters and projects much more to decide what works best for them.

2. Increase our reach out to developers and industry: to really achieve our goal of improving application security around the world, we need to make more efforts to include and grow our membership beyond the current community. Specifically we need to reach out into the developer community and across all regions. This is so to speak "where the rubber meets the road". We have so much expertise and knowledge in our community with all our great security experts and projects, but we need to get it out there and bring this more into the developer community and industry who actually build the applications in the first place. And we need to continue to extend into the regions. We must go out and help developers around the world to write secure software applications. And instead of just talking about it, we need to actively start doing things now. I have no illusions. This broadening is not easy and will not change overnight, but there are many small steps that we really can do today to make this happen.

3. Governance. We have grown and become well recognised as an organisation. And the influence and resources of OWASP have grown with us. So today we need to recognise that we are no longer an organisation of a few dozens or hundreds, but of thousands of members and contributors. And we need to put the right governance frameworks in place to manage and avoid conflicts of interest and to empower every single member of our community.

In my view there are three main steps:

- Disclose and manage conflicts of interest

- We as an organisation, our board and leadership team must become much more transparent about the way or processes by which we make decisions.

- And last but not least, we need to empower the community to make decisions as much as possible. The more you share power the saver it is. So I want to empower and involve the community in general and via chapters and projects much more in all major decisions and share as much information as possible as early as possible. The board is a steward serving the community, not it's master.

Let's empower the community together, so that everyone can participate in OWASP as an open, fair and welcoming home to all contributors.

2. What is your style for dealing with complex situations that may impact many people or where other decision makers hold differing viewpoints?

I actually enjoy complex situations and uniting complex and potentially differing viewpoints. Diversity of opinion and approaches can be a treasure and offer great strengths and resilience to an organisation. So I want to embrace diversity and finding a common solution in such situations can be extremely rewarding. Building on my senior executive education and having led many diverse multi-site teams and projects at truly global organisations, with thousands of people across a multitude of locations worldwide, I gained extensive experience running and motivating diverse teams, managing complex decision making processes and reconciling differing and sometimes conflicting stakeholders' needs and interests on all levels up to the board level and beyond organisation boundaries. My style is collaborative, community driven and focused on building everyone's long-term intrinsic motivation by building a strong shared vision, common goals, and enabling healthy relationships among all stakeholders. I prefer open and transparent discussions. For decision making I like consensus, but if this is not possible I am not afraid to work with a decision making model modeled by the IETF and called "rough consensus". (http://en.wikipedia.org/wiki/Rough_consensus)

3. Describe your experience leading organizations. Were they non-profits or community based? Please explain both your role and the nature of your involvement.

I have extensive experience with leading organisations. In my previous job I worked as a director in a global ISV, which provided me with interesting insights on how to influence and motivate across teams, departments, across company boundaries and across different cultures and time zones. Second, for many years, I am involved with a number of other open organisations, for example, I am a WG chair at the IETF (a global non-profit Standard Developing Organisation) and in some ways, I believe OWASP can actually learn quite a bit from other more mature open organisations during our own growth to maturity. Furthermore I have run companies and have been on several boards like the CSA HK&M chapter. And last but not least, in addition to my technical education, I also hold a senior business degree from London Business School. The Sloan M.Sc. in strategy and leadership, which covers topics like an MBA only on a more senior level. Naturally board management, strategy, finance and organisation governance were part of my curriculum there:
Links: http://www.youtube.com/watch?v=K5HTv0Y6Q4s
http://www.london.edu/programmes/sloanfellowship/recruitingsloanfellows.html

4. Describe your most successful contribution to the OWASP community (Project, Chapter, Conference, or other).

I don't like to classify some contributions as more important than others. Because I believe all contributions to our community are important, the big and the small ones. Be it a project leader who

writes a whole library or just a person who takes up the task of translating one single page of a project into another language. All of them are important and every one of them is a building block to our success. I see myself as a helping hand in various projects, promoting and supporting others wherever the extra hand is needed. Some of my more recent contributions were:

- helping run the OWASP London chapter as a member of the chapter board team
- giving talks at numerous chapters in UK and across Asia, at AppSecs and other conferences globally
- re-initiating the German chapter in 2007
- re-energising the Global Industry Committee (although it was unfortunately shut down 6 months later together with all the other committees, against the team's recommendation)
- sometimes helping the OWASP staff with some simple internal documents, like designing an OWASP invoice template
- supporting of the CISO guide project, preparing presentation slides for the OWASP Top-10 2013
- project lead of the CISO Survey and Report 2013
- being active on the governance and leaders list to help drive and mature our organisation

In my view probably the most successful contribution was probably through giving my many guest talks at various chapters and outside of OWASP and by that raising the awareness of developers for application security and our many great OWASP projects.