

# **RSA**Conference2016

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## **Ten “Easy” Steps to Building a Successful Extended Security Team**



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# EXTENDED – The What and The Why



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- ex.tend.ed (adjective) - made larger, greater coverage, greater impact
- Force multiply impact of your security team
  - Security champions/advocates
  - Security Architects
  - Security Leads
- Shared goals and responsibilities
- Extended accountability and visibility



# In an Ideal Business World...



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...Sure let me pull a full million off the tree next door

## But in the Real Business World...



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Hard work, creative prioritization, limited resources and limited funds

**BUT IT'S POSSIBLE!**



# Build Your Team Within 180 Days



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- Within 30 days (Steps 1 & 2)
  - Identify Need & Frame the Drivers
- Within 90 days (Steps 3-5)
  - Develop Roles & Responsibilities
  - Package the Message to Leaders
  - Identify Potential “Recruits”
- Within 180 days (Steps 6 & 7)
  - Identify/Develop Training Material
  - Deliver Effective Training
- Within one year (Steps 8-10)
  - Measure their Effectiveness
  - Cultivate & Keep Them Engaged
  - Grow the Pipeline

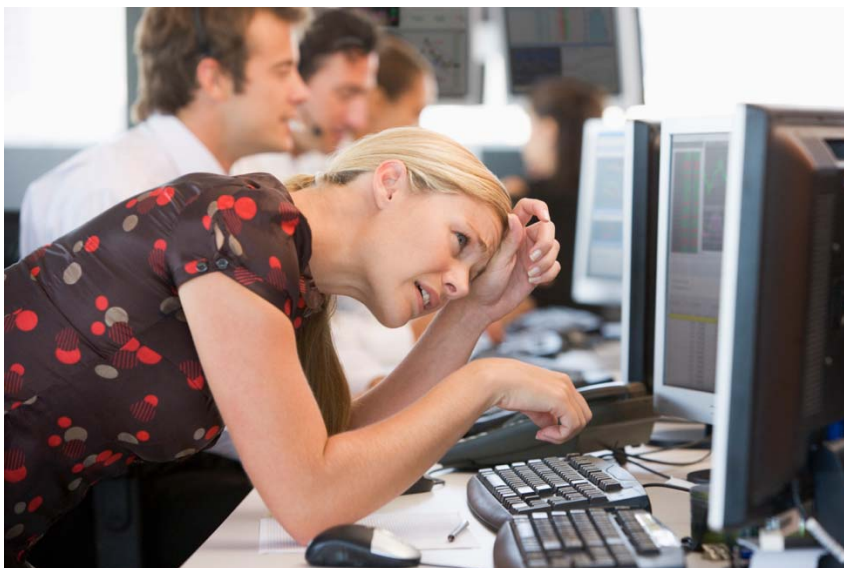


# Step One: Recognize the Need



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**Is the team overworked/frustrated?**



**Is your risk increasing?**



## Step Two: Frame the Drivers



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- Visibility
  - Do you know what you have(systems, services, providers, etc.)?
  - Do you know which of these provides the most value to your business?
- Accountability
  - Do you have someone accountable for security of each?
- Measurability
  - Can you measure current risk posture state or security maturity?
- Strategy
  - Does security have a seat at the table?







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## Step Three: Develop Roles & Responsibilities

### Security Leaders

- Ensure end to end security for (service, systems, applications, providers)?
- Raise awareness of security in area.
- Ensure sufficient security “doers”.
- Develop security strategy for area.
- Ensure security has seat at table.
- Message up to leadership.

### Security “Doers”

- Perform security architecture & deployment reviews.
- Complete security artifacts (threat models, data flow diagrams, architecture reviews).
- Act as security SME to clients for area.
- Continuous learning in security arena.
- Develop trusted partnerships.





## Step Four: Package the Message to Leaders



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- Don't use FUD, but share real risk exposure and incidents.
- Emphasize partnership with security team.
- Demonstrate value add – business enablement and cost reduction.
- Test the waters with a few key leaders.



## Step Five: Identify Potential “Recruits”



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### Who Are the Ideal Candidates?

- Have visibility within the org.
- Can influence key people.
- Understand services & offerings in area.
- Have passion for security & learning.
- Have cycles to do required work.
- Have support from senior management.

## Step Six: Identify/Develop Training Material



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### Technical Knowledge

- Security foundations
- Common attacks
- Defense in depth
- Architecture reviews
- Threat modeling
- Risk modeling

### Process Knowledge

- Roles and responsibilities
- Security policies
- Governance requirements
- Data classification
- Privacy concerns



## Step Seven: Deliver Effective Training



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- Hold in person and video bridge.
- Provide sufficient food/munchies/drinks.
- Use internal resources to deliver.
- Make training days manageable.
- Allow ample time for discussions & networking.
- Keep class engaged, ask questions.
- Have review session and test at the end.
- Keep materials updated and relevant.



# Step Eight: Measure Their Effectiveness



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## Measure the Right Things



## Keep it Reasonable

- Coverage (leaders & doers) per area
- Growth (knowledge) of teams
- Risk posture for area
- Governance process compliance levels
- Consistent seat at table



## Ownership - Passion – Growth - Results

- Provide ongoing training.
- Provide growth opportunities.
- Involve in strategy planning.
- Involve them in training others.
- Mentor them to mentor others.
- Provide internal and external visibility.
- Provide rotation opportunities.



# Step Ten: Grow the Pipeline



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## The Challenge

*The 2014 Cisco Annual Security Report estimated that by the end of 2014 the industry would be short more than a million security professionals across the globe. Today the prediction is that by 2017 this gap will grow to 2 million workers world wide.*



## A Solution

- Get backing from senior leaders.
- Socialize testimonials from extended team.
- Demonstrate results by having extended team.
- Target Managers, Service Owners, Architects, Engineers, New Hires.
- Brand security as the coolest job in the company.



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**Thank You**

