

# **RSAC**Conference2020

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**HUMAN**  
ELEMENT

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## **Talent Exfiltration**

An Insider's Guide To The Talent Attack Lifecycle



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## What You Will Learn

- By nature, talent is vulnerable because they are humans and emotions make humans vulnerable
- Managers are responsible
- How to avoid unnecessary talent exfiltration

# People Leave People

- If you truly want to retain talent, then **ALL** managers must have **high emotional intelligence**
  - Tech Leavers Study, Kapor Center

# 62%

**of all employees  
would have stayed**  
if their company had  
taken steps to create  
a more positive and  
respectful work  
environment

## **EQ** (noun)

Abbreviation for emotional quotient: a measurement of a person's emotional intelligence (their ability to understand their own feelings and the feelings of others)

### *Example*

For leadership purposes, EQ accounts for 90 percent of success.



- **In 2016/2017 Google studied their top performing teams...**
  - The best teams at Google exhibit a range of soft skills: equality, generosity, curiosity toward the ideas of their teammates, empathy, and emotional intelligence.
  - And topping the list: **emotional safety.** No bullying. To succeed, each and every team member must feel confident speaking up and making mistakes. They must know they are being heard.

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So, what specifically  
makes cyber talent  
vulnerable?

# Why Do People Leave Cyber Jobs?

1/3

Lack of growth  
and opportunity

1/3

Company doesn't  
take security  
seriously

1/3

Disrespectful  
work  
environment

A stylized padlock icon in a dark purple color, centered in the lower-left portion of the slide. It has several short, curved lines extending from its sides, resembling circuit traces or data connections.

# 68%

of cybersecurity professionals  
believe that a cybersecurity career  
**can be taxing** on the balance  
between one's personal and  
professional life





**70%**

of employed cybersecurity professionals were open to a **change** despite having no plans to begin a job search in 2018

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How do great recruiters  
work?

**A Skilled Recruiter  
Does Homework! Recon!**



- The News (GE Pension Freeze)
- Announced layoffs
- Missed revenue targets
- Mergers & Acquisitions
- Leaders moving/changing jobs
- Any change or turmoil

# **A Skilled Recruiter Listens To The Market**





- Disgruntled teammates
- Rumors
- Salespeople are our friends...we share information
- Knowledge of who pays for training and who doesn't



# **A Skilled Recruiter Does Heavy Recon of LinkedIn Profiles**

- How long with the same title?
- How long at the same company without a promotion?
- Is there an unusual amount of turnover?
- What/Who are they Liking or Sharing?
- Leadership Turnover—New Sheriff in Town

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Recon is done:  
time to talk to  
professionals

Once a great recruiter has a professional to speak with, every word is planned carefully. They are prepared to speak about the jobs they are filling as “hot jobs.”





# Great recruiters to only work “Hot” jobs. “Hot” means offering:



**CAREER  
PLANS**



**TRAINING  
BUDGET**



**SUCCESSION  
PLANNING**



**GREAT  
PEOPLE**



**REMOTE OR  
CLOSER TO  
HOME**



**BONUS &  
STOCK  
OPTIONS**



**MORE  
MONEY**

Use words like=



**LOVE**



**HAPPY**



**FUN**



**TRAINING &  
CONFERENCES**



**LEARNING**



**TEAM**



**RESPECTFUL**



**FLEXIBLE**



**CONSIDERATE**

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# How to prevent talent exfiltration

# Talent retention hygiene




## Summary

- People leave people, be in tune with your staff. Understanding how they are feeling, thinking and perceiving is a managers job. Having empathy and being kind matters greatly.



# Apply what you have learned:

## Next week you should:

- Get in tune with how your staff feels, thinks and perceives their current role and career progression.
- Listen with EQ. Be understanding. Ask questions. You are responsible for the success of your staff and their lack of success. Confrontation is love 

## In the first three months following this presentation you should:

- Find solutions.
- Get creative.
- Be honest about career growth possibilities or lack of them.

## Within six months you should:

- Plan accordingly based on what you have learned and the solutions you have applied to your talent plan. No need to ever be caught off guard.