RSA®Conference2020

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HUMAN ELEMENT

#CyberDiversity
- New Decade, New Rules -

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#RSAC

Insanity ...
is doing the same thing over and over again and expecting different results.

- Albert Einstein

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Within the Next 2 Hours, You Will...

- Understand the threat a lack of cybersecurity workforce diversity presents to an organization.

- Create tactical solutions for common cybersecurity diversity and inclusion challenges.

- Identify frameworks for engaging non-traditional cybersecurity candidates.

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Who we are...

Who we are...

A) **Who is who?**
Take a moment and assign these attributes to us. [2 min]

Blogger

Producer

Parent of a newborn

Sales

Fortune 500 advisor

Progeny of working-class immigrants

Historically black college

Prison Educator

Liberal Arts

German

ML nerd

IT executive

Academic administrator

Privacy expert

Theater

FEMA first responder

Lawyer

Low-income, rural background

performer

5

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Who we are

B) **Are you spot on?**
How many attributes were you able to guess? [2 min]

Sonia

Michael   Talya

Josh

Petek

Blogger   Producer   Parent of a newborn   Sales

Fortune 500 advisor

Progeny of working-class immigrants

Historically black college

Prison Educator   Liberal Arts

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What brought us here

Once Upon a Time
in Providence

Differences as a Strength

- Have been involved in diversity initiatives in the past
- Had different pieces of the puzzle
- Found our key to success when Brown brought us together
- Realized the power we have as a group of different thinkers

The ROI of Diversity - Stats & Facts

19% — **higher innovation revenues through** higher-than-average diversity. ([Harvard Business Review](#))

35% — **more likely to outperform** competition through high **racial/ethnic diversity**. ([McKinsey](#))

15% — **more likely to outperform** competition through high **gender diversity**. ([McKinsey](#))

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The ROI of Diversity - Competitive Advantage

The Danger of Blinkers

- Vulnerabilities will remain uncovered
- Relate, translate, mitigate

Adversarial Diversity

- Most diverse community that exists
- The unbalanced fight: Security industry vs crowd sourced intelligence

Diversity of Thought

- Group thinking due to lack of diversity
- Different thinkers lead to different results, innovation, perspectives

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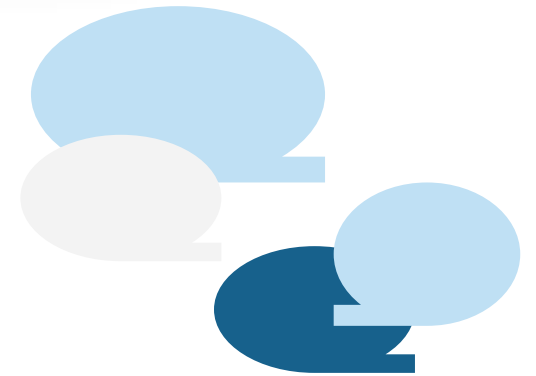
Diversity Indicators

Something you are

Race	Gender	Generation	Personality	Cognitive

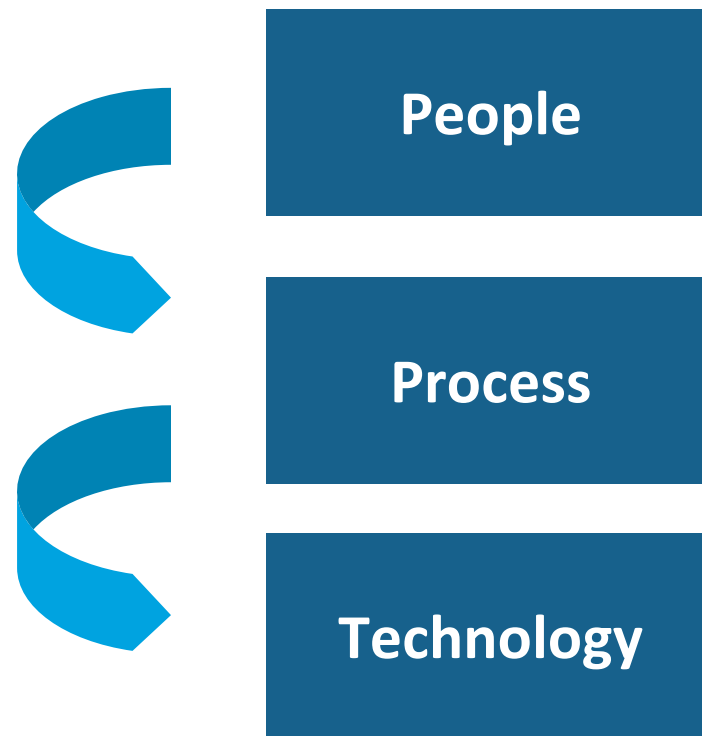**Something you know**

Education	Discipline	Industry	Approach	Perspective

Something you have

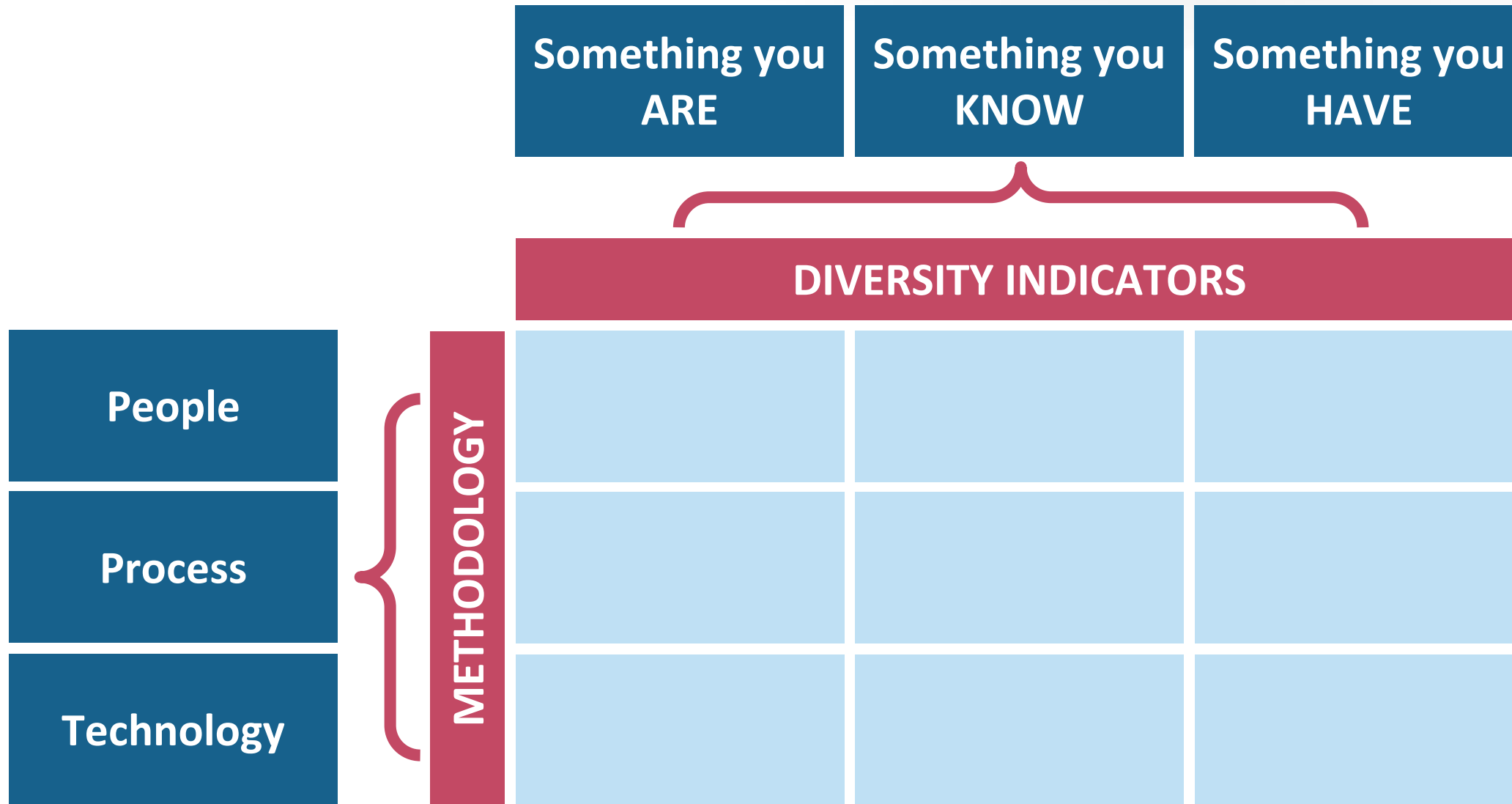| Certification	Experience	Skill	Size of Team	Budget

Necessary But Not Sufficient

Methodology

People

Process

Technology

The Diversity Assessment Matrix (DAM)

The DAM Challenge

1   **Group up and pick a color:** Team up. Use the same color for your Post-It notes throughout the entire exercise to add your ideas on the wall.

2   **Group Discussion "People":** Assess the "people" component of your group based on various indicators. Fill out the matrix by writing down your ideas on your Post-It notes.

3   **Group Discussion "Process":** Assess the "process" component of your group based on various indicators. Fill out the matrix by writing down your ideas on your Post-It notes.

4   **Group Discussion "Tech":** Assess the "tech" component of your group based on various indicators. Fill out the matrix by writing down your ideas on your Post-It notes.
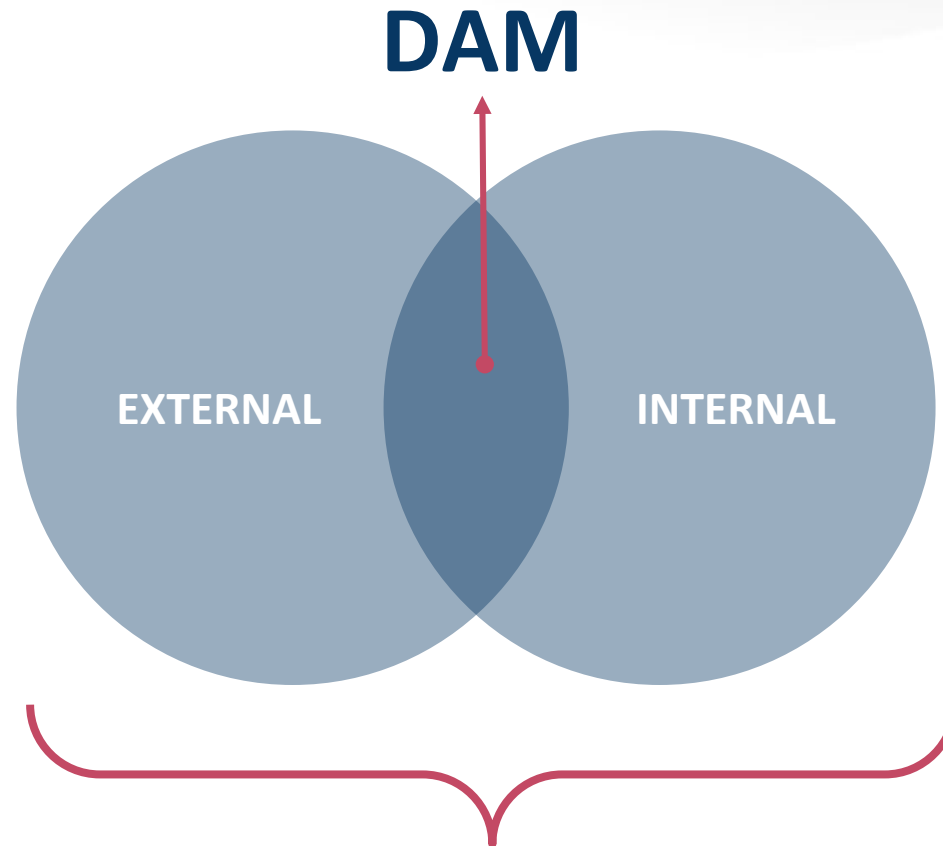
5   **"Like" Your Favorites:** Go around the room and review other teams' inputs. If you see something you are missing on your board, add a "like" with your team's color dot to their Post-It note.

6   **Prize:** The team with the most "likes", will win the "**#CyberDiversity DAM Challenge**"

External Hiring & Internal Talent Development

DAM

EXTERNAL   INTERNAL

A construction to accumulate water and raise its level, forming a natural water reservoir - especially during times of water scarcity.

Let's take the DAM Challenge!

1 **Group up and pick a color:** Team up. Use the same color for your Post-It notes throughout the entire exercise to add your ideas on the wall.

2 **Group Discussion "People":** Assess the "people" component of your group based on various indicators. Fill out the matrix by writing down your ideas on your Post-It notes.

3 **Group Discussion "Process":** Assess the "process" component of your group based on various indicators. Fill out the matrix by writing down your ideas on your Post-It notes.

4 **Group Discussion "Tech":** Assess the "tech" component of your group based on various indicators. Fill out the matrix by writing down your ideas on your Post-It notes.

5 **"Like" Your Favorites:** Go around the room and review other teams' inputs. If you see something you are missing on your board, add a "like" with your team's color dot to their Post-It note.

6 **Prize:** The team with the most "likes", will win the "**#CyberDiversity DAM Challenge**"

You have 40 min!

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Inclusion

Why Diversity is only the first step

Creating inclusive cultures

Business Impact[1]

2x
as likely to meet or exceed financial targets

3x
as likely to be high-performing

6x
more likely to be innovative and agile

8x
more likely to achieve better business outcomes

The Challenge[2]

63% witness bias frequently (at least once a month)

68% said bias led to negative productivity

70% said bias negatively impacted their engagement at work

[1]Source: Juliet Bourke, *Which Two Heads Are Better Than One?: How Diverse Teams Make Smarter Decisions* (Australian Institute of Company Directors, 2016

[2]Source: Deloitte LLP, *The Bias Barrier: Allyships, Inclusion, and Everyday Behaviors, 2019 State of Inclusion Survey*, 2019
https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-inclusion-survey-research-the-bias-barrier.pdf

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Creating inclusive cultures (cont.)

68% said are dedicated to supporting individuals and groups who are different from them…

…1/3 Ignore bias when they see it.

Diversity and inclusion themes

Promote and reinforce a **transparent workplace culture**

Connect employees at varying levels to a variety of cultures and backgrounds

Provide **training and awareness**: Cultural Intelligence, Collaboration, Courage, Curiosity and Authenticity

Develop leadership and steering committees reflecting a culture of Diversity and Inclusion

Use technology and data to identify problems, measure progress and make decisions

Own diversity and inclusion as a business responsibility (not merely an HR obligation)

Take deliberate action to manage, grow and **develop diverse talent**

Encourage open communication on diversity and inclusion, including the challenges and concerns

Prompt: How can I or my organization, Cyber team, leadership, etc., take one step toward implementing one of these diversity and inclusion themes?

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Crowdsourcing inclusion

01 Exchange notes

02 Pair up

03 Assign a score ●——————————● Write a 3 on the back of the "better" idea, and a 1 on the other.

The DAM Challenge - a Framework to Business Success

1 **Understand your team:** Who are the people on your team? List them by diversity indicator.

2 **Understand your needs:** Who are people you need on your team? List them by diversity indicator.
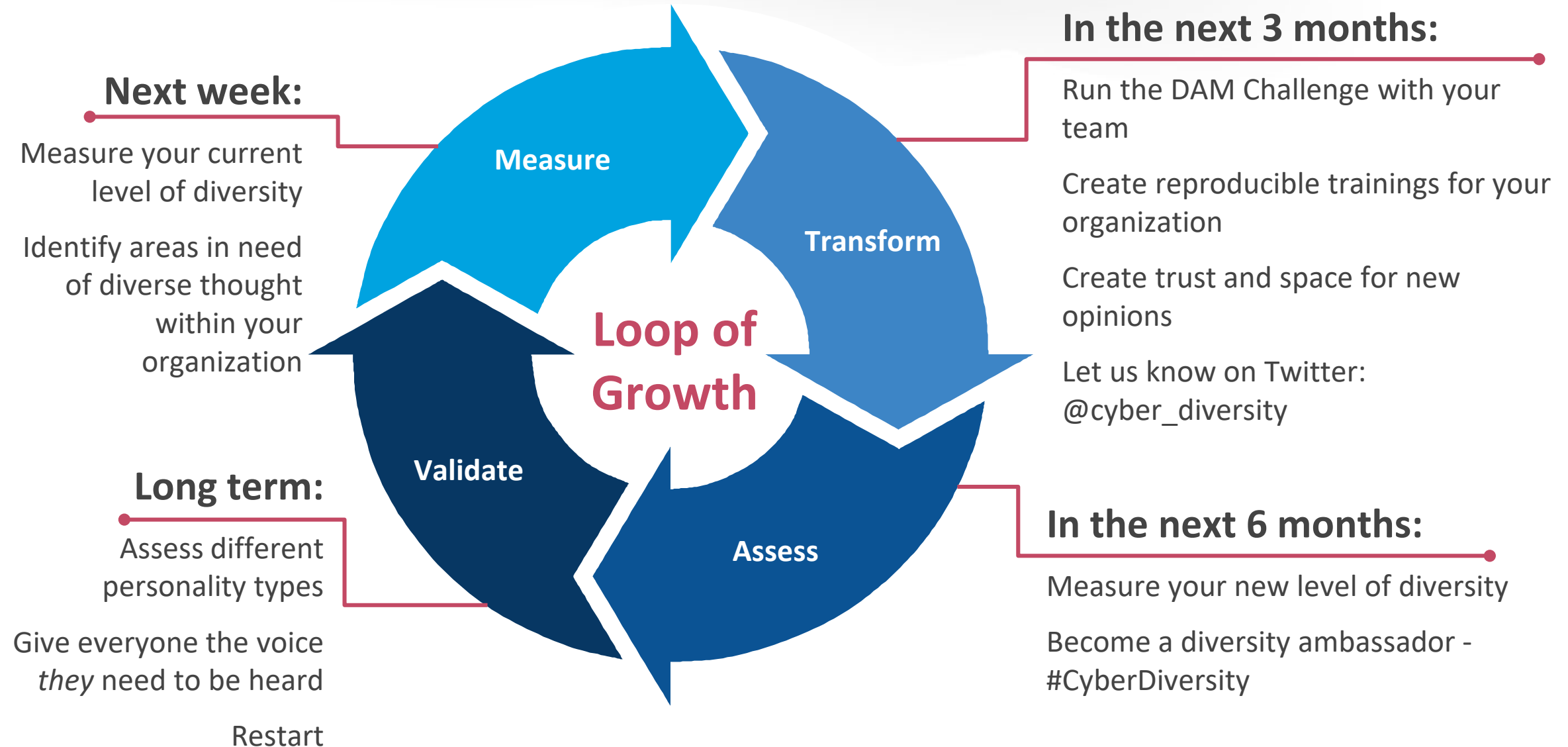
3 **Identify your processes for diversity creation:** What processes exist at your organization to build the kind of team, and the diverse thought, you seek?

4 **Identify the processes you need:** What processes could you create or utilize to better secure diverse teams and diversity of thought?

5 **Asses your technology in relation to diversity:** What technology do you currently utilize to ensure diverse teams and thought?

6 **Asses your IDEAL technology to create more diversity:** What technology could we utilize or create to ensure diverse teams and thought?

Recap - The Loop of Growth

Next week:

Measure your current level of diversity

Identify areas in need of diverse thought within your organization

Long term:

Assess different personality types

Give everyone the voice *they* need to be heard

Restart

In the next 3 months:

Run the DAM Challenge with your team

Create reproducible trainings for your organization

Create trust and space for new opinions

Let us know on Twitter: @cyber_diversity

In the next 6 months:

Measure your new level of diversity

Become a diversity ambassador - #CyberDiversity

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THANK YOU!