

# RSA<sup>®</sup>Conference2019

San Francisco | March 4–8 | Moscone Center



**BETTER.**

SESSION ID: PROF-R11R

## Empowering International Security Teams (Repeat)

**Robert Fly**

Co-founder, CEO  
Elevate Security



#RSAC

# Agenda

Benefits of Diversity

***What is Empowerment?***

**Challenges:** Language, Culture, Time Differences

**Solutions:** Local Managers, North Star, Roles & Responsibilities

Communication Tips

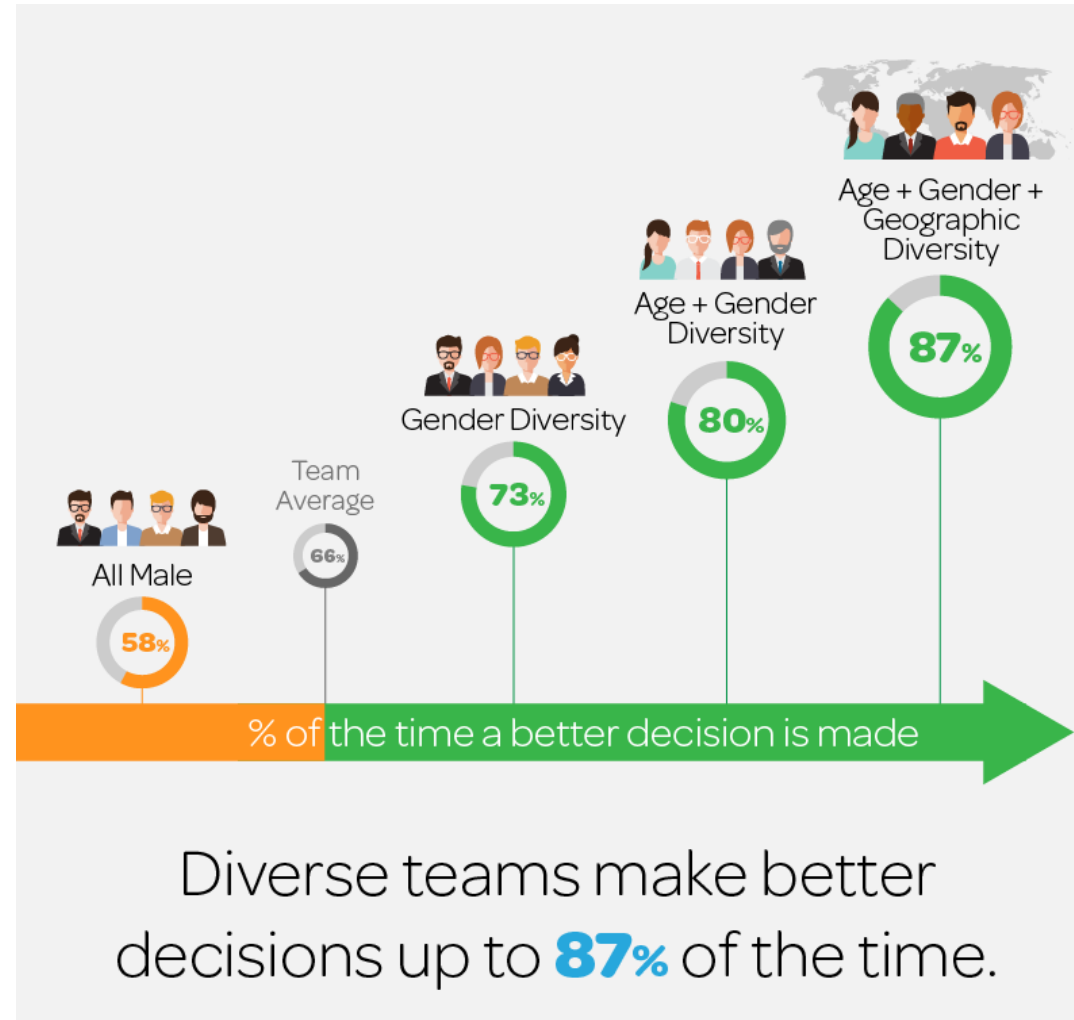
Takeaways

Questions/Discussion




# Diversity: The Benefit of International Teams

Diverse teams make better decisions, although consensus takes longer.





A group of four diverse business professionals (two women and two men) are standing outdoors, each holding a large, colorful puzzle piece. The puzzle pieces are blue, teal, yellow, and pink, and they fit together to form a larger shape. The background is a bright, slightly blurred outdoor setting.

Diverse  
teams  
are  
smarter

They  
focus on  
the facts

They  
process  
those  
facts  
more  
carefully

They are  
more  
innovative

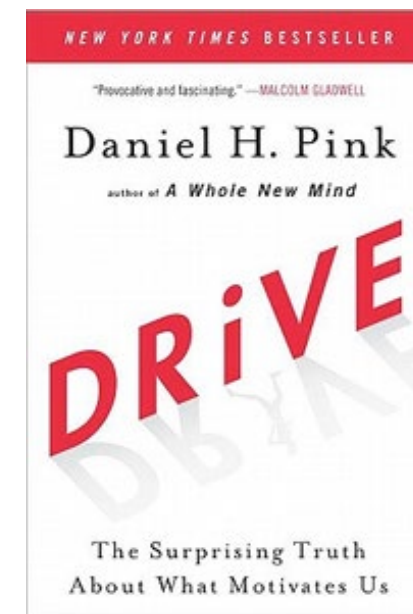
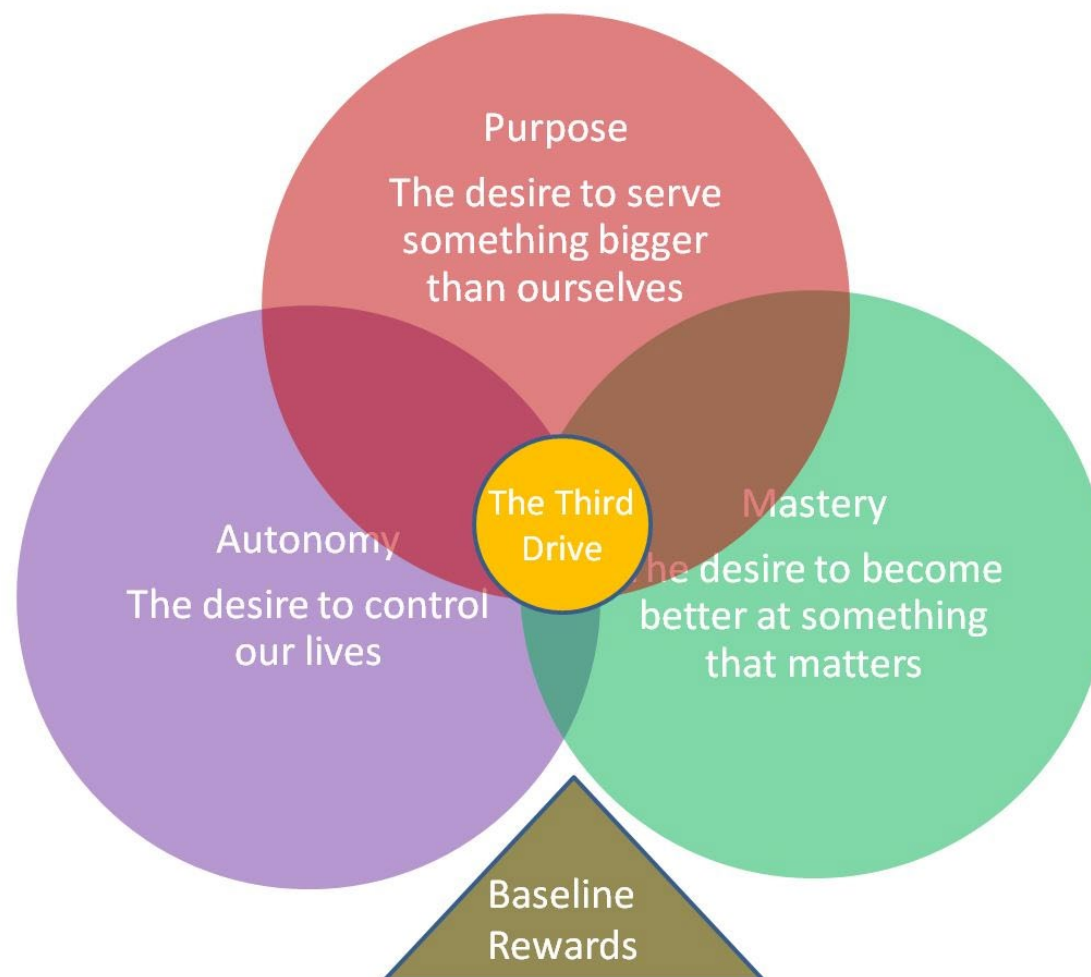
# Empowerment

Sharing information, rewards, and power with employees

so they can take initiative and improve their services and performance.



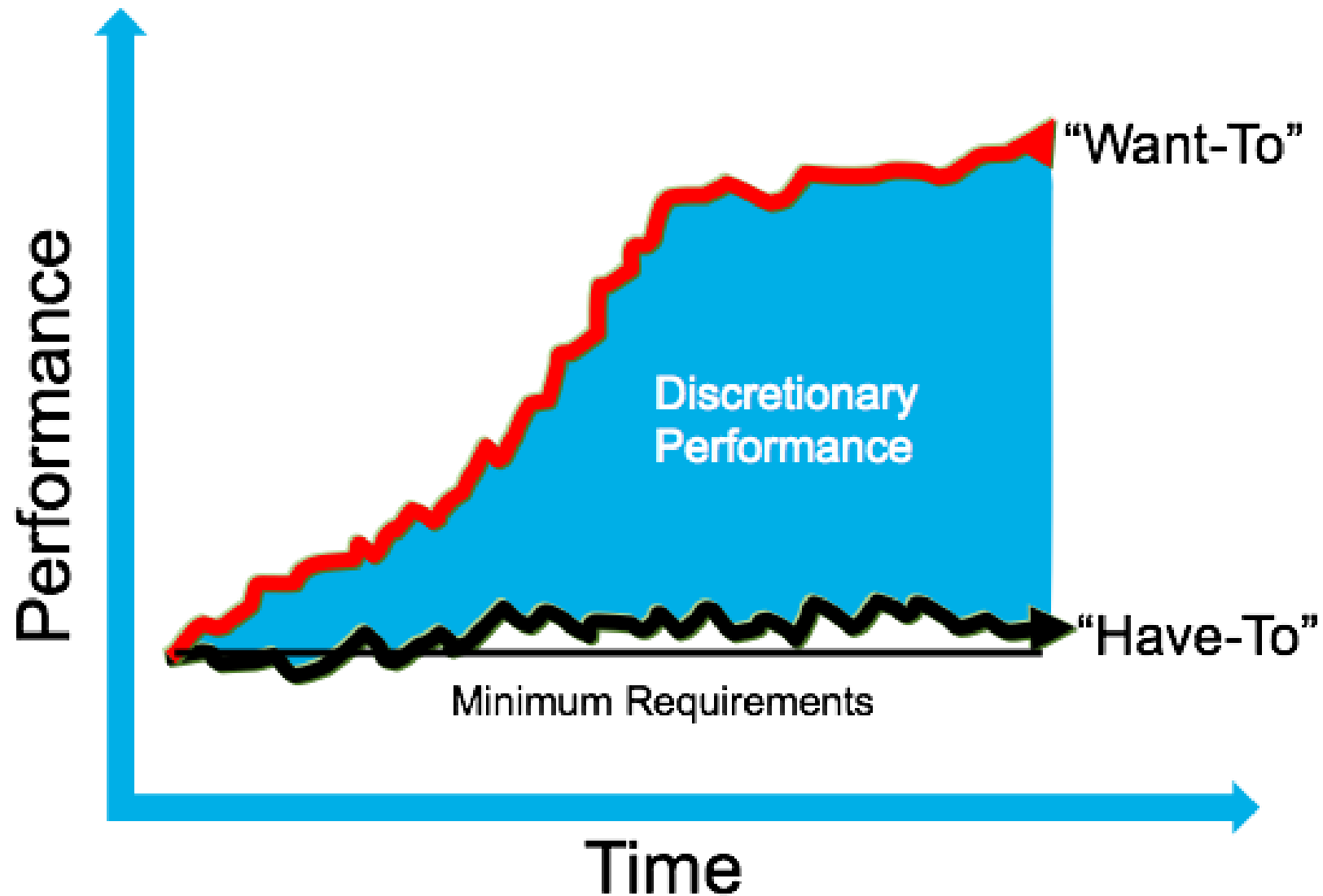




“People will do things because they matter, they are interesting, part of something more important.”

-Daniel Pink

# Unleashing Discretionary Performance





# Psychological Safety

A shared belief held by members of  
a team

In a team with high psychological safety, teammates feel safe to take risks around their team members.

They feel confident that **no one on the team will embarrass or punish** anyone else for admitting a mistake, asking a question, or offering a new idea.

# Empowerment

## Feeling Valued at Work

Your job matters

Your contribution matters

We want your input

We value what you have to say



## Better Team Performance

Responsibility

Accountability

Competence

Satisfaction

Language barriers, cultural differences, and inconvenient time zones can interfere with even the most capable of teams.



**LONDON**



**NEW YORK**



**TOKYO**



**MOSCOW**

# Hire talent where it lives

🕒 10:30 pm >

Buffer

Search

Sign up

10:30 pm

PORTLAND

-08:00



11:30 pm

BOULDER

-07:00



12:30 am

NASHVILLE

-06:00



1:30 am

LOUISVILLE

-05:00



3:30 am

BUENOS AIRES

-03:00



6:30 am

LONDON

+00:00



7:30 am

BARCELONA

+01:00



8:30 am

KIEV

+02:00



12:00 pm

DEHIWALA...

+05:30



2:30 pm

SINGAPORE

+08:00



5:30 pm

SYDNEY

+11:00







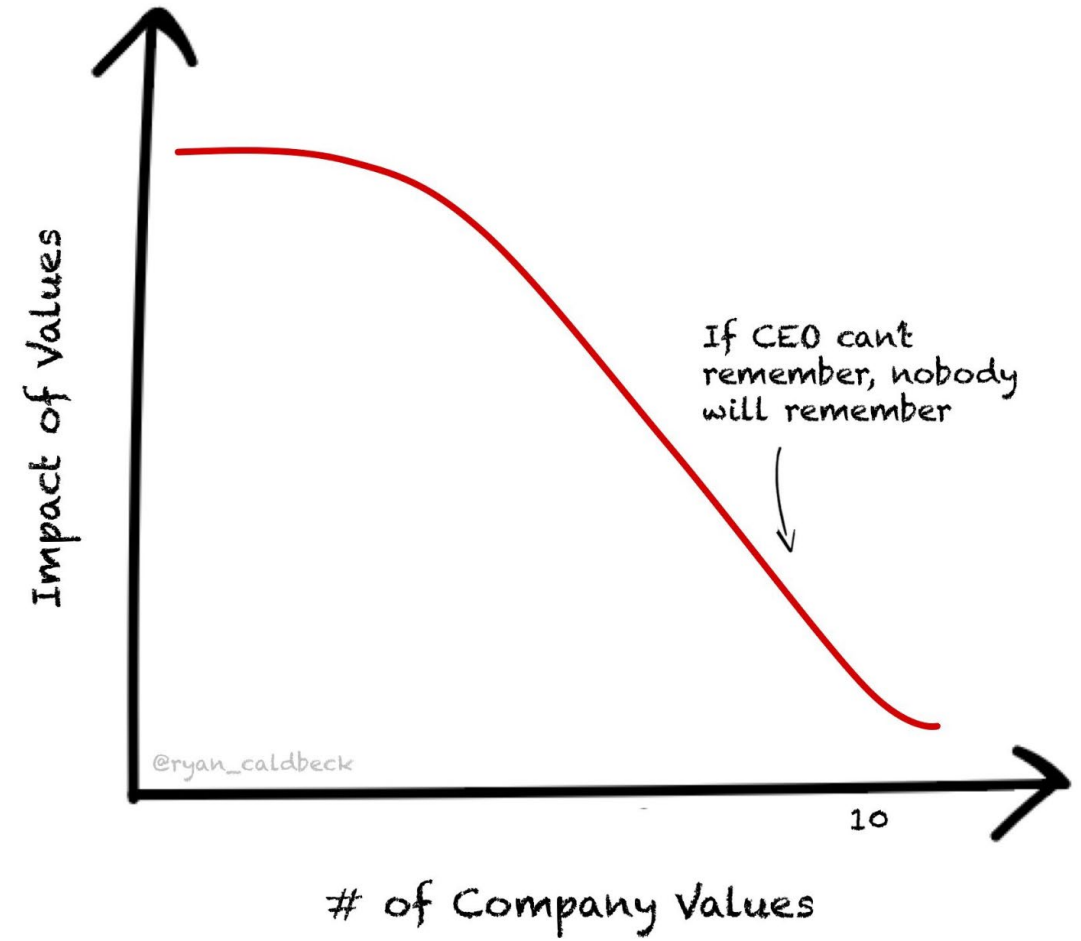
Identify a North Star

Assign and  
empower local  
managers





Recognize and reward your team/company **key** values.



# Roles & Responsibilities





Communicate,  
Communicate,  
Communicate



# Apply These Tips for Effective Communication

## Technology

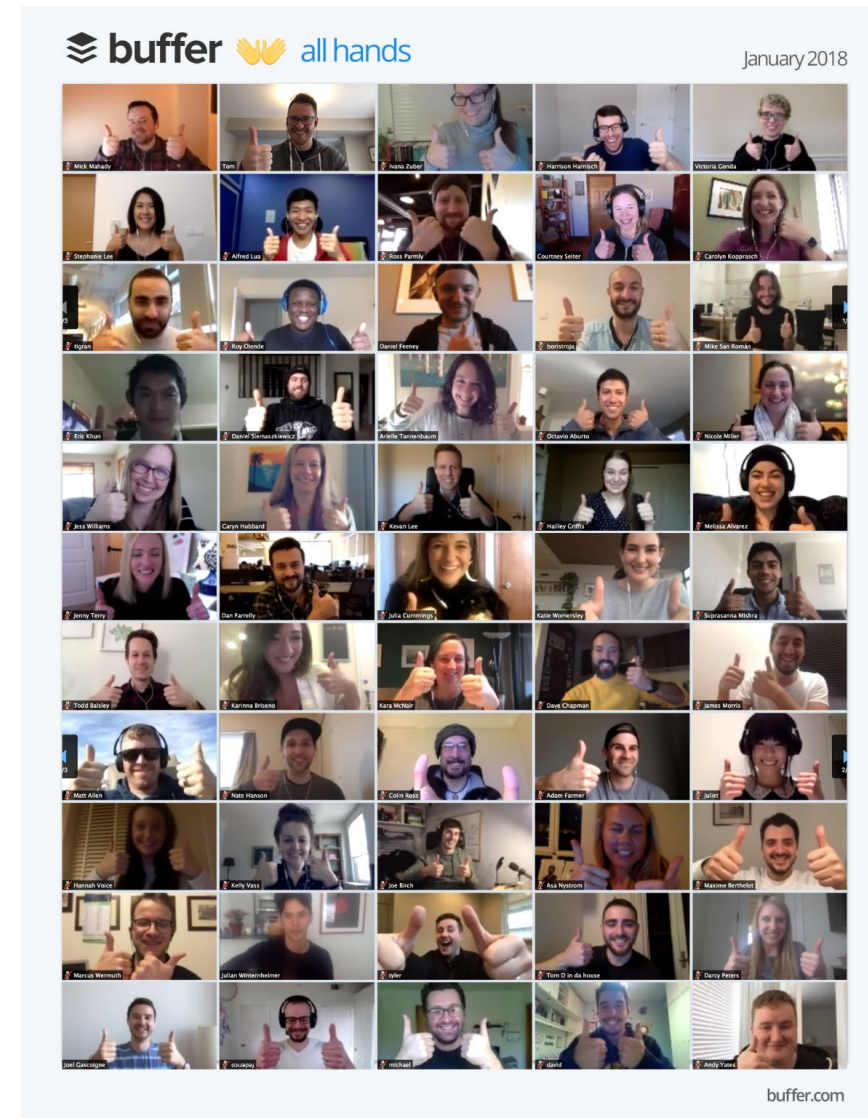
### Video conference calls

- Record it
- Have a parallel chat going

### Information sharing

- Goals, plans, metrics, decisions

### Social media



# Apply These Tips for Effective Communication

## Process

Checking in

1:1's

Test your AV!

Active Listening

- Focus, don't multi-task
- Pay attention
- Show respect
- Build trust





source:  
[Tripp and Tyler, youtube](#)



# Enabling employees to work at their best

**Coworking or coffee shop:** Cover co-working space membership fees (\$300 - 500/month)

**Coffee Shop allowance:** Up to \$200/month, in lieu of regular coworking Space membership.

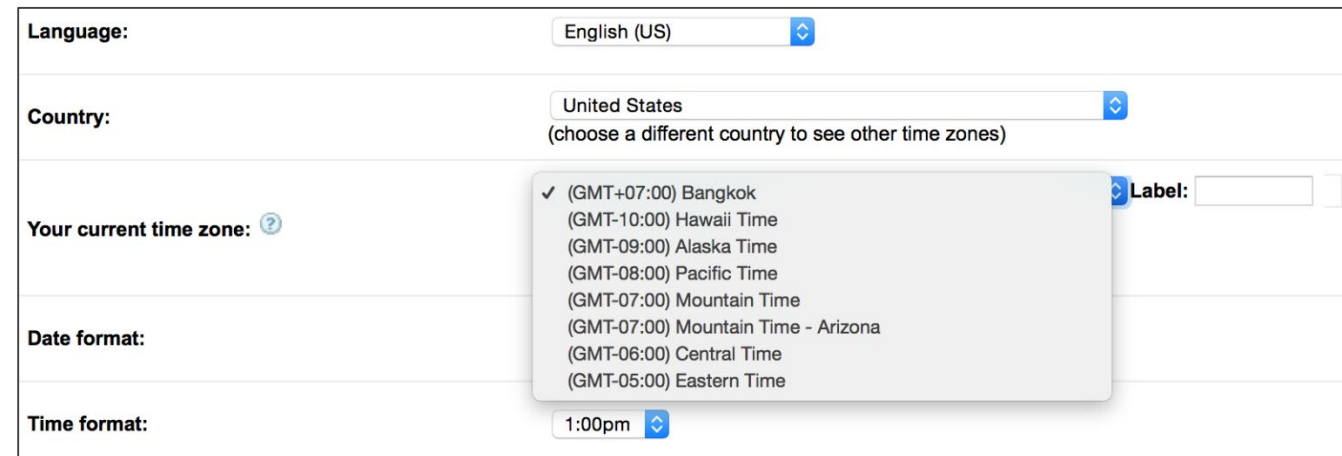
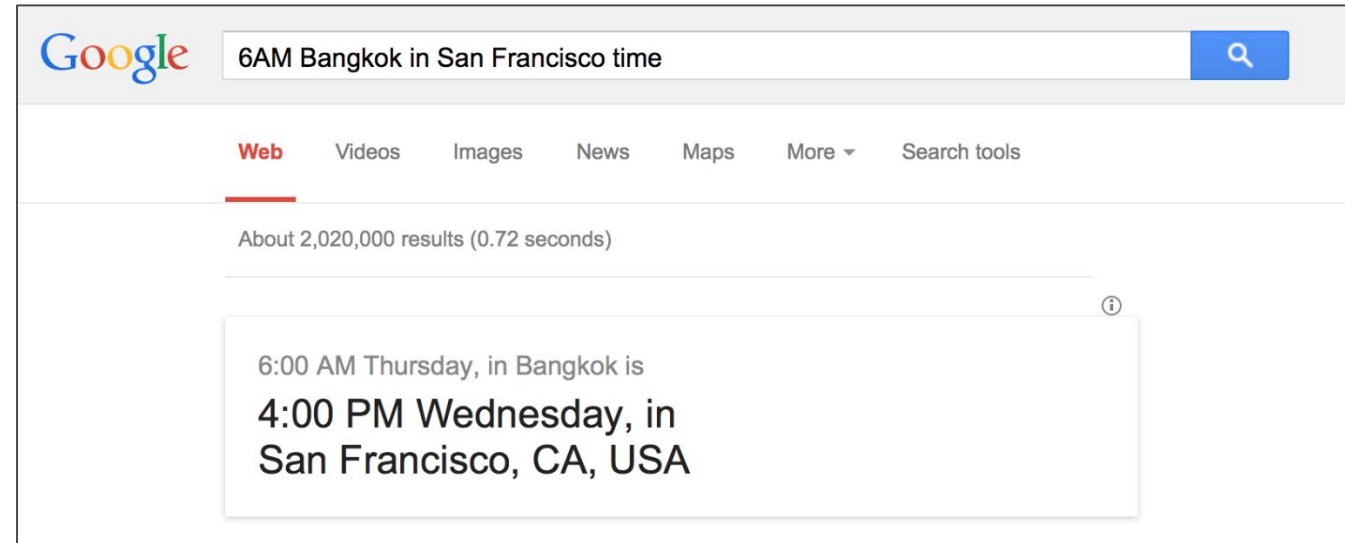
**Internet:** 100% of home internet, the average is \$60 – \$65 per teammate.

# Mind your time zones

**Pro:** It's like having a friend in the future!

**Cons:** Sometimes it means early mornings or late nights.

- Share the pain!
- Rotate who hosts the meeting
- Don't make it central to one time zone.
- Set your calendar to show multi-timezones





There's nothing like breaking bread



# Digital Celebrations

- Create #karma or # kudos channels
- Celebrate teammate life events
- Shout outs and gratitude
- Anniversaries and new teammates

**#karma**  
 ☆ | 👤 14 | 🗨️ 0 | ✎ Add a topic

July 26th, 2018

August 1st, 2018

**masha** 8:50 PM  
 @Mitchell for taking the lead and hosting the react meetup! First ever event in our office!  
 @Mitchell @kaising for speaking  
 @zain @Molly for helping with pizza, drinks, and setup!

August 23rd, 2018

**zain** 🐘 9:28 AM  
 @someone++, probably 10 weeks late on this haha, but thank you for the unicorn mug whoever left it on my desk  
 🦄 🤔

**robert** 🦋 9:46 AM  
 ^@masha

**zain** 🐘 9:46 AM  
 @masha++ thank you

**masha** 4:57 PM  
 @zain @fish Wish I was there to give them to you in person, but the mugs are for your 1 year anniversary!!  
 ❤️ 1 🗨️ 1 🦄 2 🍵 1

Sorry for the delay in getting yours Zain!

**fish** 🐟 6:00 PM  
 i loooooove mine it brightens my day ✨

+ | Message #karma @ 😊



# Making the remote seem local

Group playlists

Buy books, announce it to folks, and share a recap

Office scents(?)

Common color schemes/design



# Key Takeaways

Teams are composed of people.

People deliver their best work when they feel valued and trust their team members.

The challenges of working with international team members can be overcome by focusing on and caring about the human aspects of working together.

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## Questions / Discussion

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## Appendix / Extra Slides





## Diversity has a positive impact on many key aspects of organisational performance

### Diversity management helps to...

...win the war for talent

- A strong focus on women and ethnic minorities increases the sourcing talent pool, a particular issue in Europe. In a 2012 survey, 40% of companies said skill shortages were the top reason for vacancies in entry-level jobs

...strengthen customer orientation

- Women and minority groups are key consumer decision makers: for example, women make 80% of consumer purchases in the UK
- Gay men and women have average household incomes that are almost 80% higher than average

...increase employee satisfaction

- Diversity increases employee satisfaction and reduces conflicts between groups, improving collaboration and loyalty

...improve decision making

- Diversity fosters innovation and creativity through a greater variety of problem-solving approaches, perspectives, and ideas. Academic research has shown that diverse groups often outperform experts.

...enhance the company's image

- Social responsibility is becoming increasingly important
- Many countries have legal requirements for diversity (e.g., UK Equality Act 2010)





```
def business_model( )
```

```
  arr = [ ]
```

```
  items = "a, b, c"
```


```
  items >> arr
```

```
  return arr
```

```
end
```







Team structure should  
match team objectives