

Decode People + Cyber Risk

Culture Eats Strategy for Breakfast

Building Effective and Positive Behavioural Change

4th December 2020



Tom Finan

Cyber Growth Leader



Dean Chapman

Lead Cyber Consultant

Introduction

- Tom Finan
- Dean Chapman

Scope

- What is Cyber Culture?
- The People 'Problem' at Large Organisations
- How WE Addressed the Problem > How YOU Can Address the Problem
- Things to Consider
- Our Findings
- Final Thoughts



What Does YOUR Business (Cyber) Culture Look Like?



How do These Contributors Impact Cyber Risk?

Humans are **NOT** the weakest link – but why do we continue to top global statistics as being a root cause of a majority of security incidents?

Path of Least Resistance

Cognitive Biases

Lack of / Insufficient Training

Tiredness, Boredom, Concentration

Business Culture



Q. Which Areas Can We / You Control?

- We needed to understand **PEOPLE** - not **TECHNOLOGY** - risk
- **Thoughts, Opinions, Perceptions** – Not a boring InfoSec ‘Standard’
- **Operational Impacts (Survey Fatigue etc.)** > **Focused and Engaging**

Who



What

Attitudes
Behaviours
Norms
Communications
Responsibilities
Compliance

How

RoF

5

- **Surveys**
- **Interviews**
- **Emails**

- 1 Consider Cognitive Biases (in a cyber context)
- 2 Language Barriers and Cultural Differences
- 3 Client Facing and 'High Risk' Functions
- 4 Questions – Remember Cyber Security is BORING

Group 4 – General Workforce

Category	Sub-Category	Question
Attitudes	Affective	Do you feel like a valued member of staff by your immediate and senior management teams?
Behaviours	Emotional	How easy would it be to approach your line manager if you were experiencing emotional difficulties that may be affecting your ability to do your job?
Business Norms	Organisational / Procedural	Does your workload place you under significant time pressures or strains?
Communication	Engagement	Are you encouraged to share your thoughts, views or ideas (regarding cyber security) with your colleagues, line manager or senior company staff?
Responsibilities	Duty of Care	Does your organisation offer support to individuals who may find themselves in a vulnerable emotional state> (e.g. bereavement, bullying, financial problems)

30% Engagement Rate – is that good?

Scoring Responses

Maturity Tiers			
High Risk	Problematic	Satisfactory	Excellent
<25%	25 – 49%	50 – 74%	> 75%

Our Biggest Problem(s)?

Assessment Category	Respondent Group			
	1 - Senior Leaders	2 - Function Management	3 - InfoSec / Tech / Cyber	4 - General Workforce
Attitudes	56%	42%	76%	24%
Behaviours	41%	66%	87%	49%
Business Norms	38%	27%	49%	17%
Communication	44%	47%	23%	57%
Responsibilities	57%	63%	79%	87%
Compliance	90%	66%	71%	71%

How Did We / How Can You Use These Metrics?



Be Positive > Cyber Security is Boring

Persistence > This is a Worthwhile Journey

Communication > Talk to EVERYONE

Quality v Quantity > RoF Can Help

Look for Metrics EVERYWHERE!

So how does Culture Eat Strategy for Breakfast?

Decode Thank You

Global Cyber



Thomas.Finan@WillisTowersWatson.com



Dean.Chapman@WillisTowersWatson.com



Workforce
Cyber
Culture
Assessment