

RSA® Conference 2019

San Francisco | March 4–8 | Moscone Center



BETTER.

SESSION ID: HUM-W03

Democratizing Security: A Story of Security Decentralization

Harshil Parikh

Security Leader
Medallia, Inc

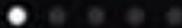


#RSAC



Activity

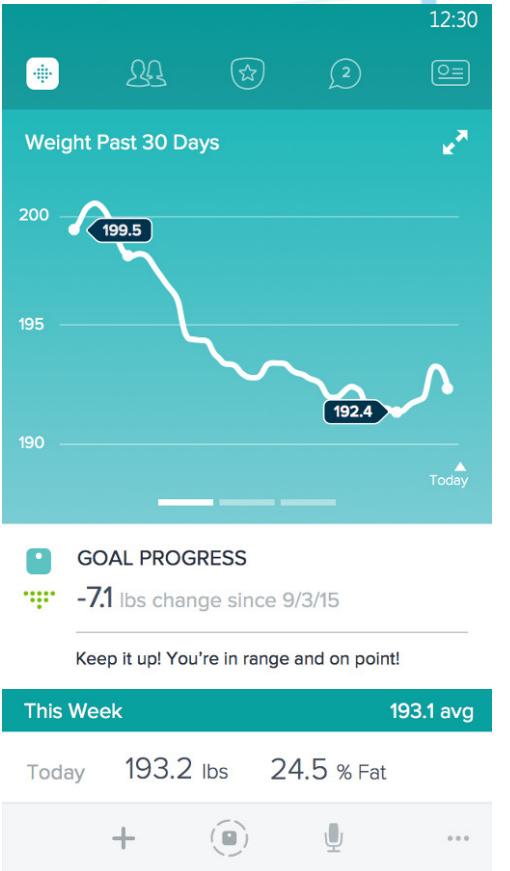
Live a better day by
achieving 3 daily
fitness goals.





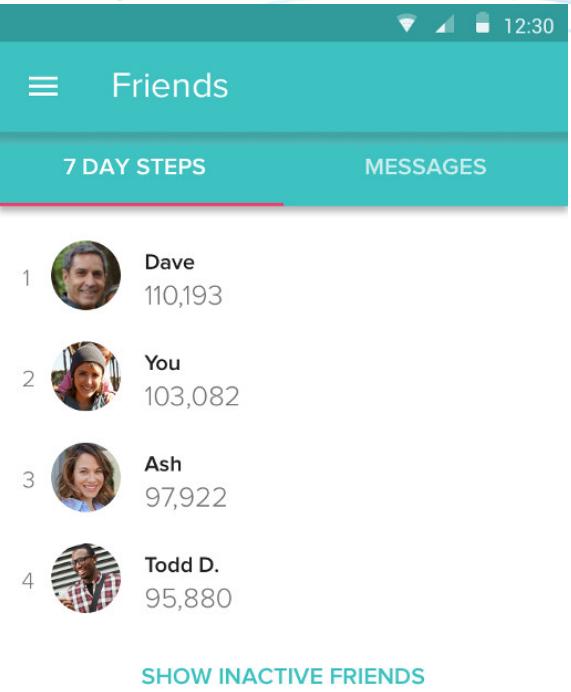
Inclusion

- Easy to understand
- Continuously measured
- Set your own goals
- Motivation not enforcement



Transparency

- Simple key metrics
- Performance trends



Governance

- Gamification
- Competition
- Accountability to friends
- Social oversight

Influencing Behavior

Inclusion

Transparency

Governance

Empower Everyone
Drive Ownership with Accountability



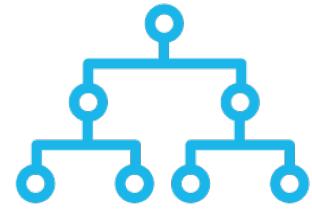
Security Nirvana

RSA® Conference 2019

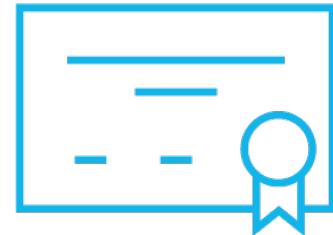
Security Inclusion

Security Inclusion

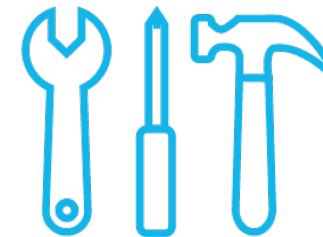
Champions Program



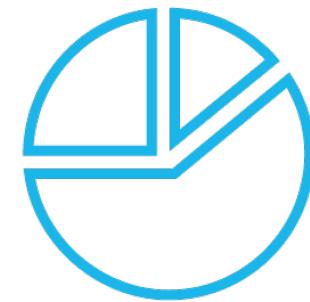
Every Major Team



Paid Security Certs



Hands On
Contributions



15% Time
Commitment

Security Inclusion

Champions Program

Security Training

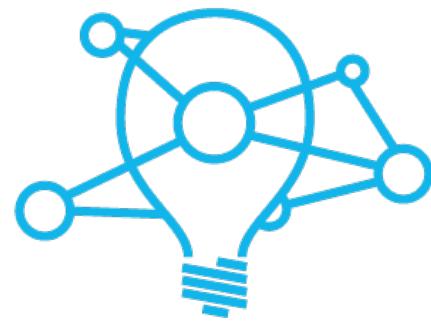
Results

- Managing Vulnerability Backlog
- Capture The Flag events
- Lunch and Learn



Security Inclusion

Champions Program



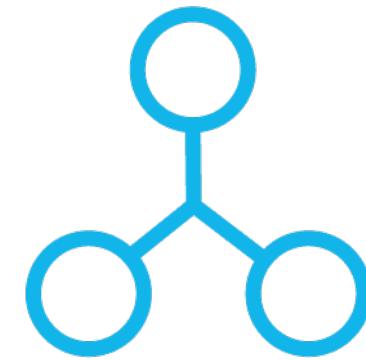
Proactive Security

Security Training



Improved
Vulnerability Metrics

Results



Scaled Security,
not Security Team

RSA® Conference 2019

Transparency

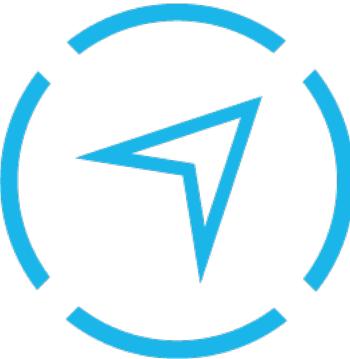
Transparency

Context



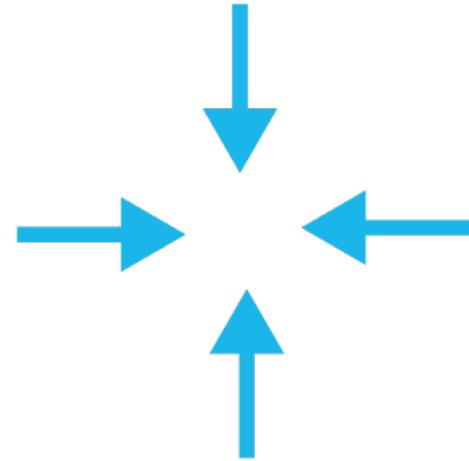
Speak Their Language

KPIs



Actionable, Pragmatic Asks
No F.U.D.

Results

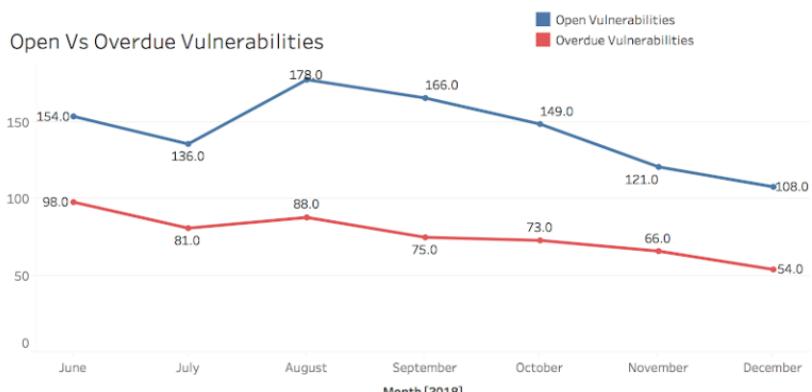


'In This Together'
Mindset

Transparency

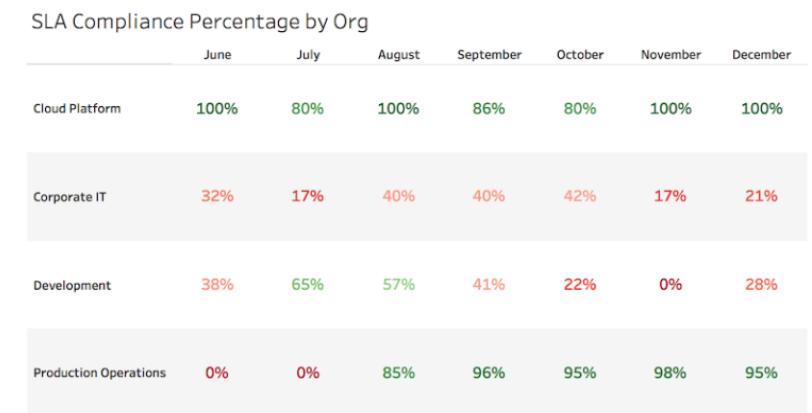
Context

*Representative image.
Not real data.



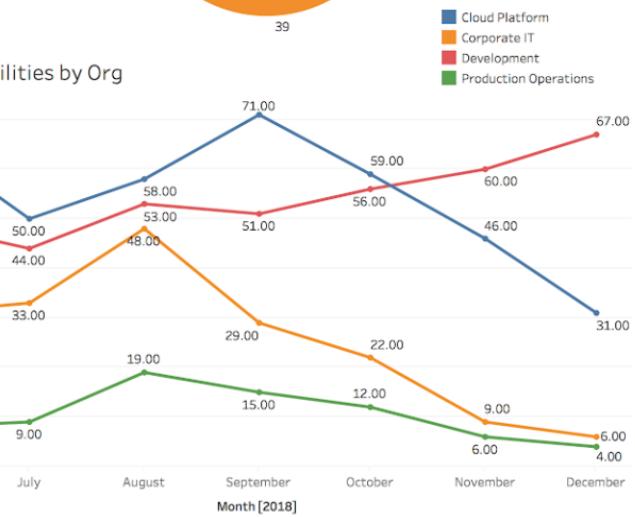
KPIs

Overdue Vulnerabilities - December 2018



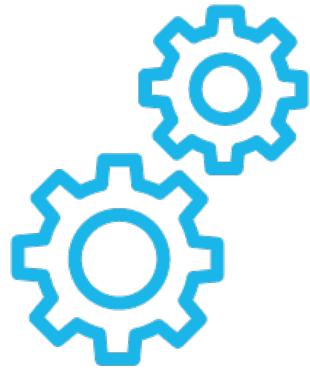
Results

Open Vulnerabilities by Org



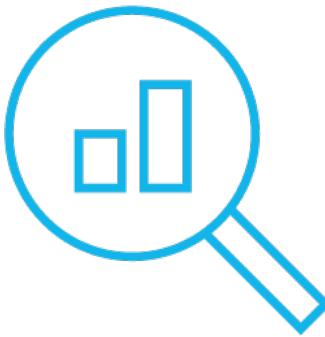
Transparency

Context



Increased Collaboration

KPIs



Visibility

Results



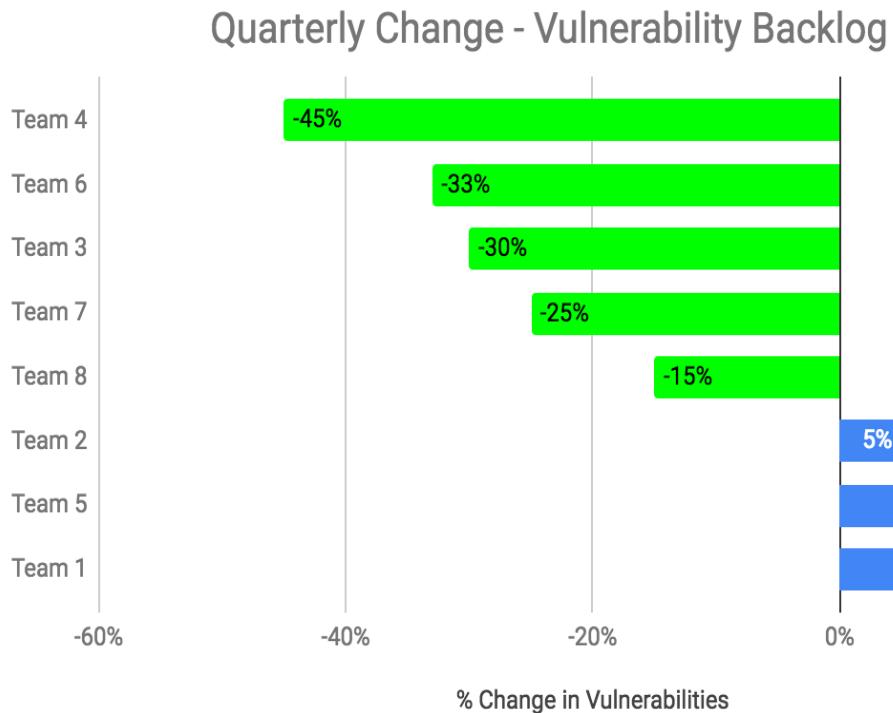
Trusted Relationship

RSA® Conference 2019

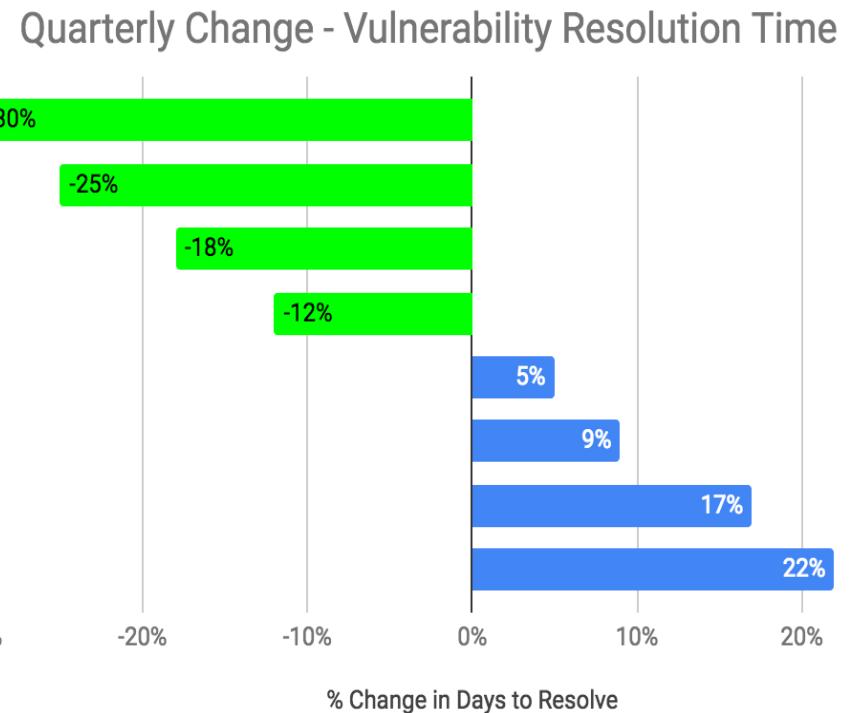
Governance

Governance

Leaderboards



Oversight



Results

Governance

Leaderboards

Oversight

Results

- Weekly leadership review meetings
- Quarterly KPI targets per team
- Quarterly executive committee reports

Governance

Leaderboards

Oversight

Results

- Proactive action to meet / exceed KPIs
- Healthy competition between teams
- Organization wide accountability

“Accountability breeds response-ability” - Stephen Covey

RSA® Conference 2019

Bringing it all together

Vulnerability Management



Vulnerability Management

Inclusion

- Security Champions with decision making authority
- Train Product Managers and Engg Managers on prioritization

Transparency

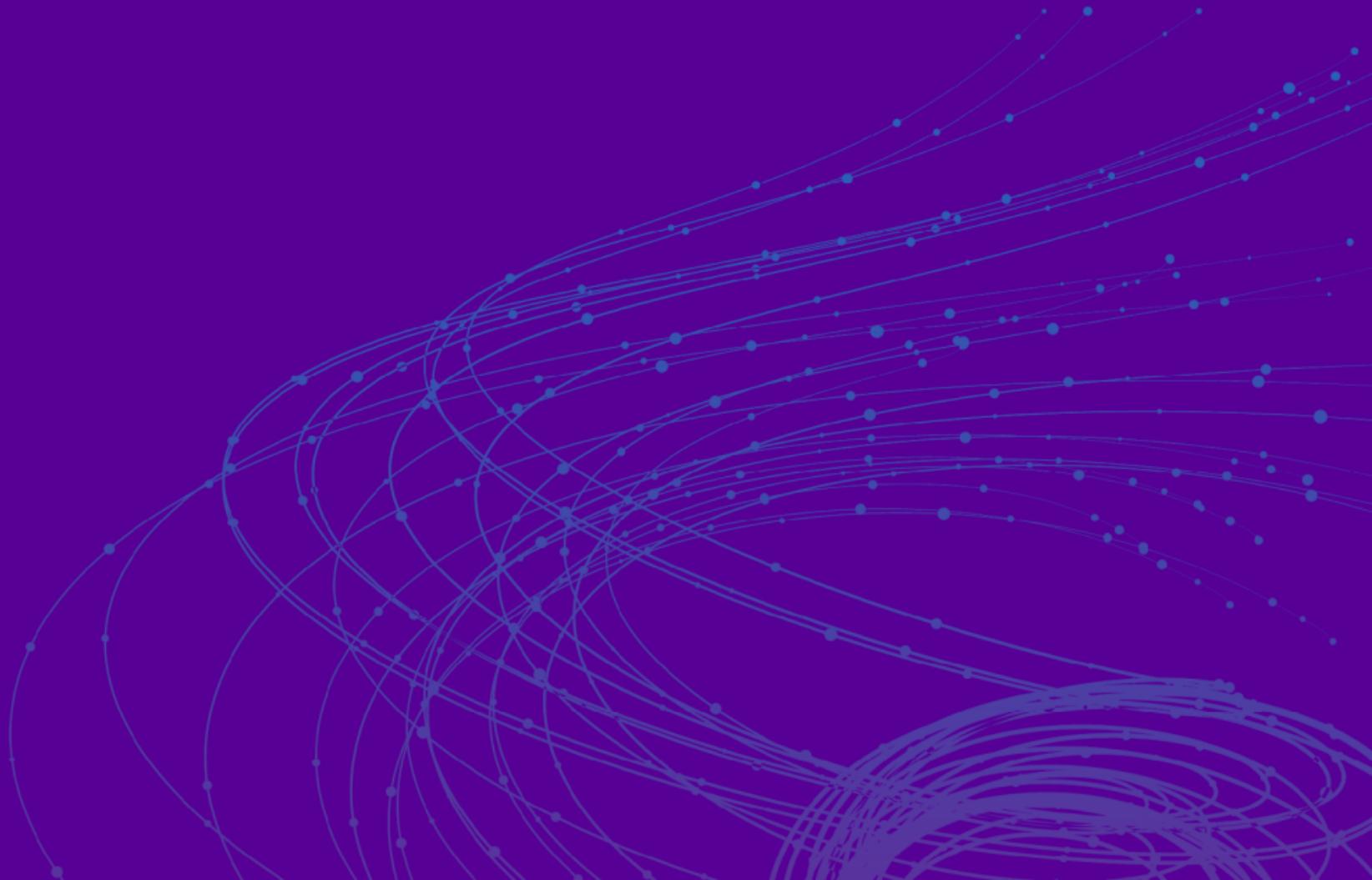
- Same ticketing system as stakeholders
- Context, not F.U.D.
- Access to vulnerability KPIs

Governance

- KPI Leaderboards - drive ownership
- Weekly / Quarterly review meetings - drive accountability

RSA® Conference 2019

Summary



Summary

To make security everyone's responsibility, it must be democratized and decentralized. We are doing it through:

- Inclusion
 - Make security accessible and relatable to them.
- Transparency
 - If they don't come to security, let's take security to them.
- Governance
 - Visibility & accountability across the organization

RSA® Conference 2019

Do This Now

Apply What You Have Learned Today

- Next week you should:
 - **Identify** 1 metric that measures other teams' security performance
- In the first three months following this presentation you should:
 - **Ask:** atleast 3 stakeholders what will help them improve the metric
 - **Listen:** to the stakeholders (not just hear them), identify potential changes
- Within six months you should:
 - **Act:** Implement the changes and start measuring the metric
 - **Show:** the metric to leadership chain (positive messaging not wall of shame)

RSA® Conference 2019

Thank You

Harshil Parikh
linkedin.com/in/harshil