

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

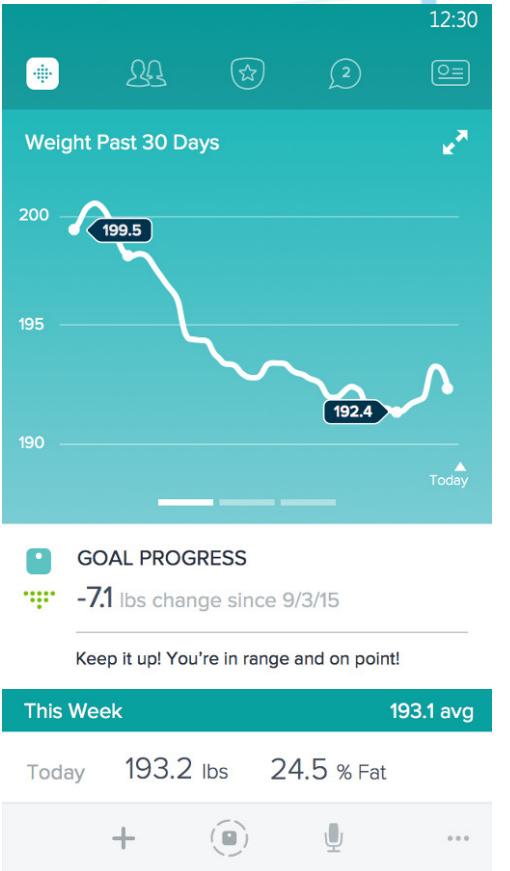
Live a better day by
achieving 3 daily
fitness goals.





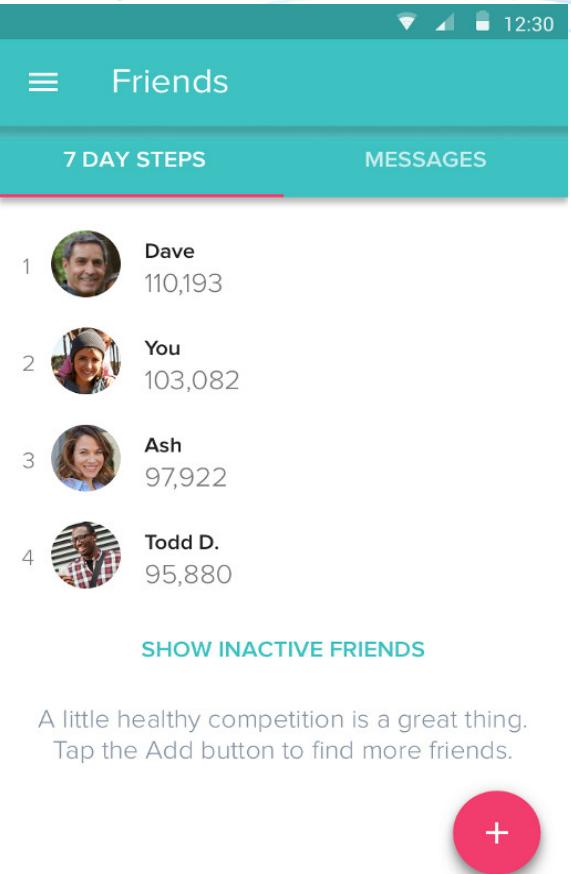
Inclusion

- Very Accessible
- Easy to Understand



Transparency

- Simple Key Metrics
- Performance Trends



Governance

- Social Accountability
- Motivation, Not Enforcement

Influencing Behavior

Inclusion

Transparency

Governance

Empower Everyone
Drive Ownership with Accountability



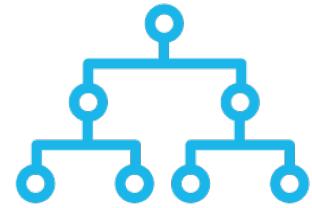
Security Nirvana

RSA® Conference 2019

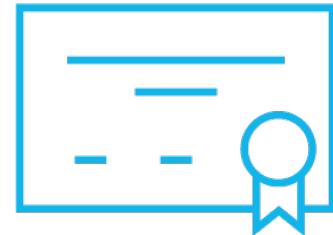
Security Inclusion

Security Inclusion

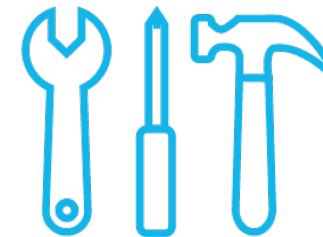
Champions Program



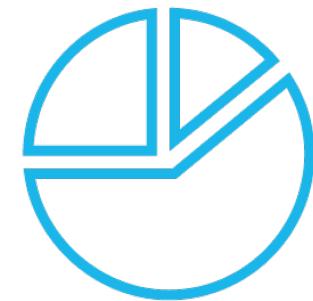
Every Major Team



Paid Security Certs



Hands On
Contributions



15% Time
Commitment

Security Inclusion

Champions Program

Security Training

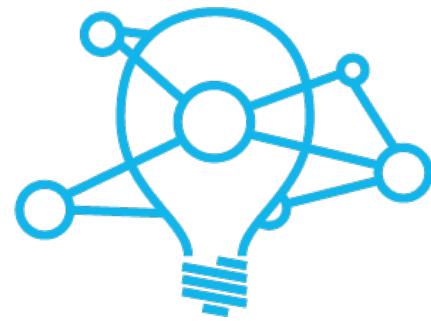
Results

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



Security Inclusion

Champions Program



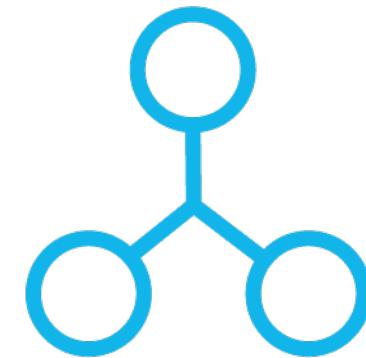
Proactive Security

Security Training



Improved
Vulnerability Metrics

Results



Scaled Security,
not Security Team

RSA® Conference 2019

Transparency

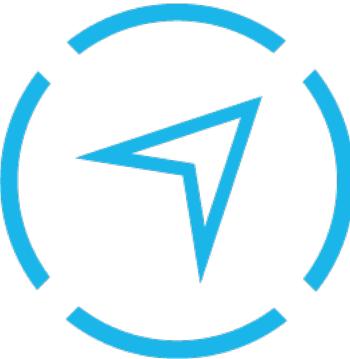
Transparency

Context



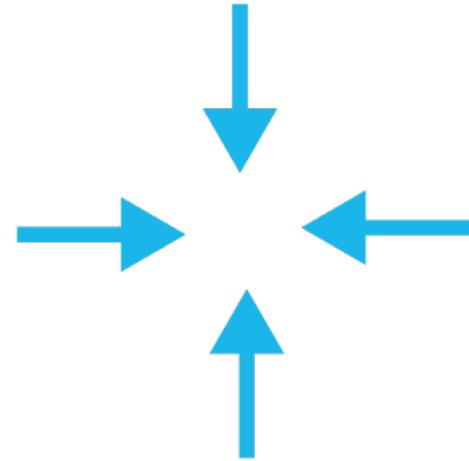
Speak Their Language

KPIs



Actionable, Pragmatic Asks
No F.U.D.

Results

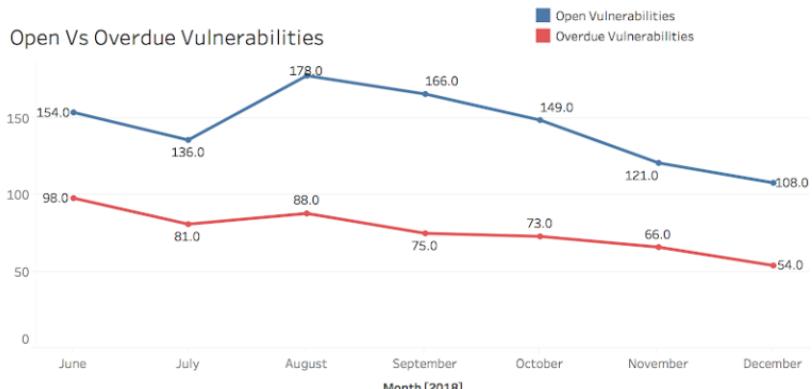


'In This Together'
Mindset

Transparency

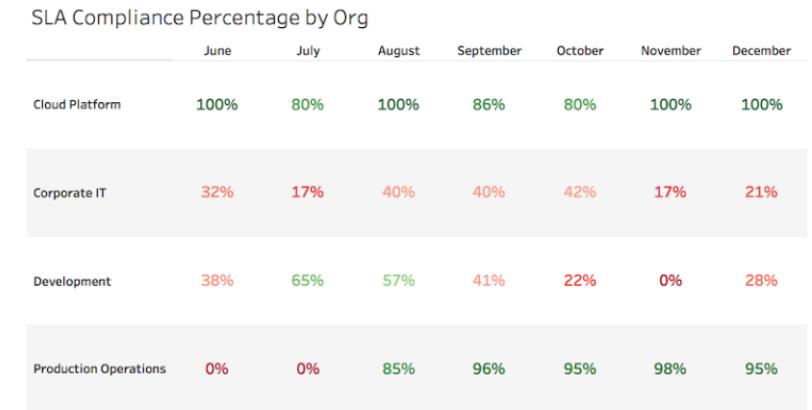
Context

*Representative image.
Not real data.



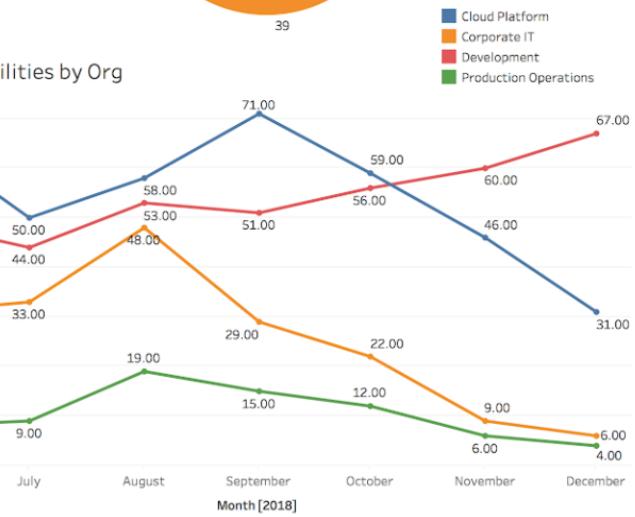
KPIs

Overdue Vulnerabilities - December 2018



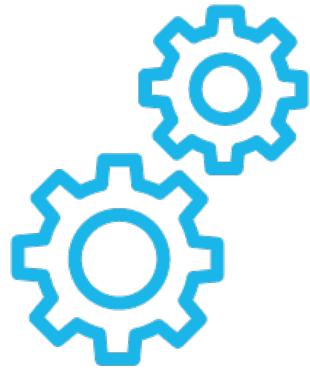
Results

Open Vulnerabilities by Org



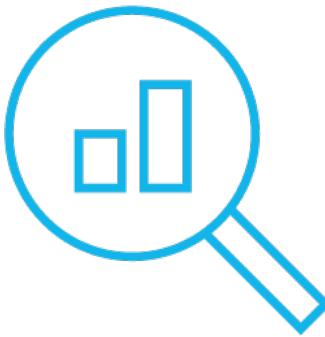
Transparency

Context



Increased Collaboration

KPIs



Visibility

Results



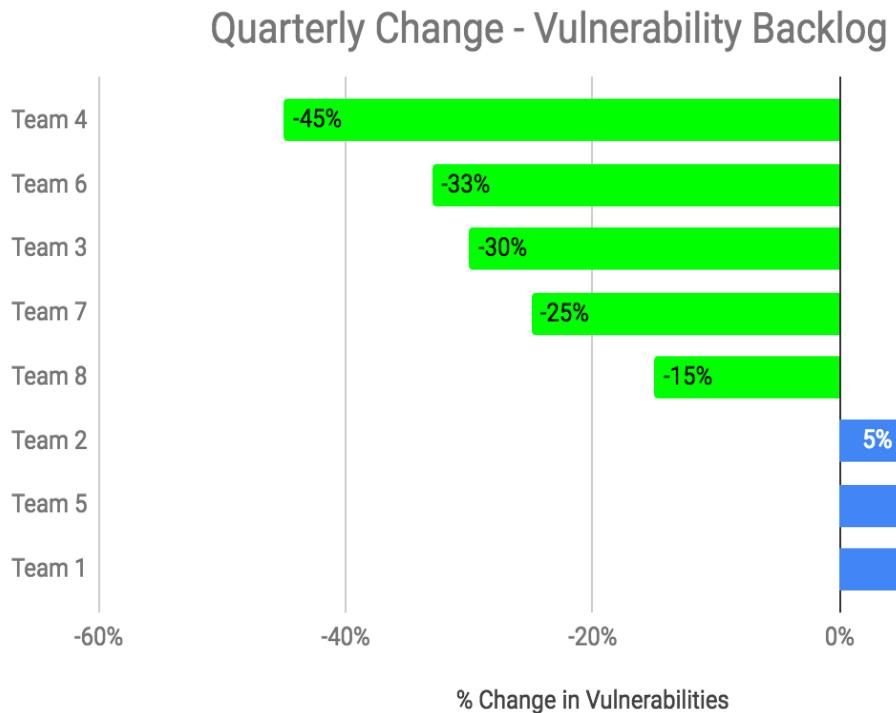
Trusted Relationship

RSA® Conference 2019

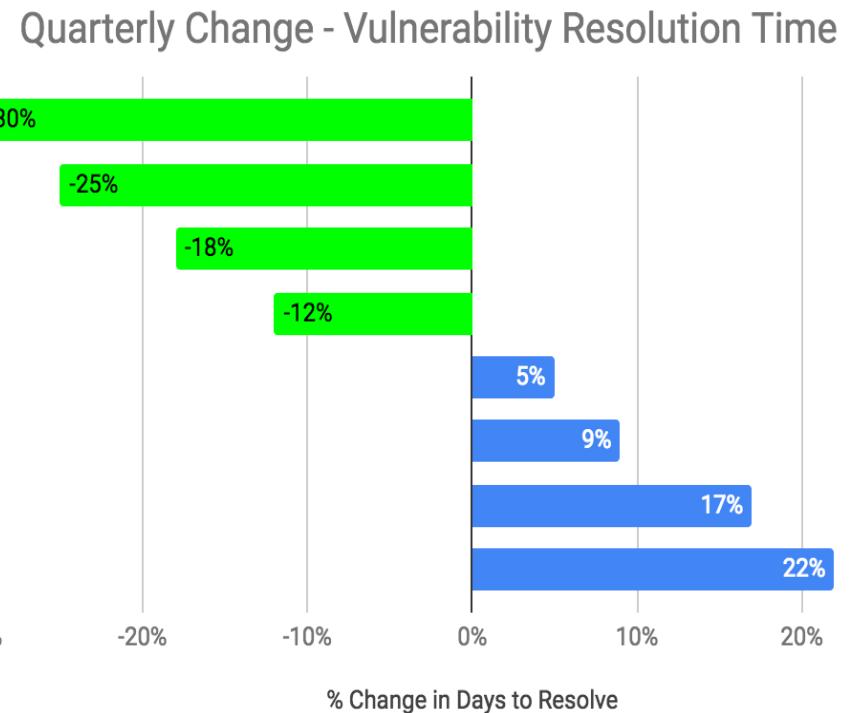
Governance

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

- Business teams have Security Champions with decision making authority
- Everyone understands how to handle a vuln ticket

Transparency

- Context, not Fear, Uncertainty or Doubt.
- Same systems as stakeholders
- Vulnerability KPIs - drive ownership

Governance

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

RSA® Conference 2019

Do This Now

Apply What You Have Learned Today

- Next week you should:
 - **Identify:** one metric to measure security performance of a business unit
- In the first three months following this presentation you should:
 - **Build:** consensus with leadership on the use of this metric
 - **Discuss:** with at least 3 business stakeholders what will help them improve the metric, listen and understand the feedback
- Within six months you should:
 - **Implement:** measurement of the metric
 - **Show:** the metric to leadership frequently (positive messaging not wall of shame)

RSA® Conference 2019

Thank You

Harshil Parikh

linkedin.com/in/harshil

hparikh at medallia dot com