



Culture Club

How your culture affects your success

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Our Agenda



Hello!

- CRob, n, adj, and v
 - Pronunciation: U.S. (K-robe)
- CISSP, CSSLP, ITILv3, TOGAF9
- Over 20 years of Enterprise-class Architecture, Engineering, Operations, and Security experience
- Ambassador of Red Hat Product Security
- Participant in the FIRST PSIRT SIG, VulnCoord SIG, and others
- Co-Author FIRST PSIRT Services Framework
- Pirate-enthusiast & hat-owner





What is culture and why is it important?

“Culture is the work environment that you supply for employees. Employees are motivated and most satisfied when their needs and values are consistent with those manifested in your workplace.”

Source: <https://www.thebalancecareers.com/what-makes-up-your-company-culture-1918816>

1.

**When you're going down
that street**



Of running an infosec program

No Easy Days

Information Security is a challenging, often-thankless job. Your success is generally measured by things NOT happening.





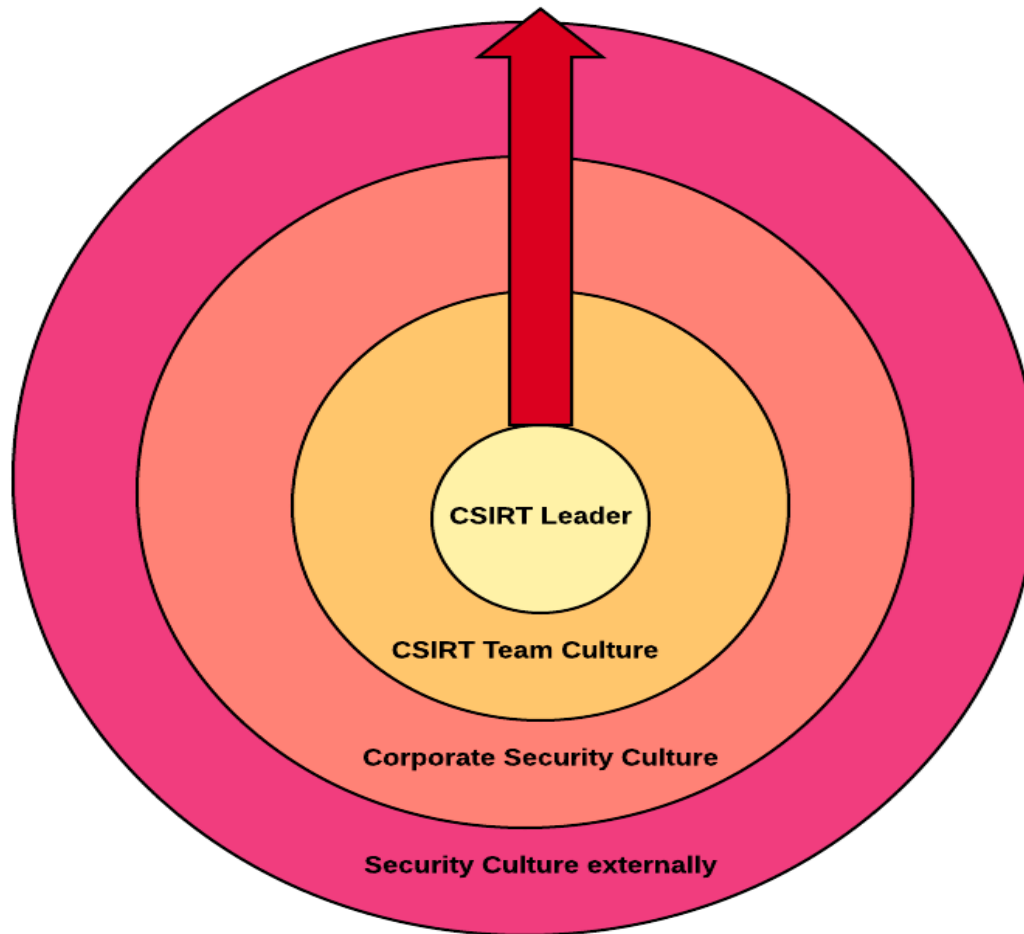
Let's all avoid being THAT guy

InfoSec has cultivated the reputation of being the
“Department of NO!”

This is portrayed in fiction, film, and countless blogs

To be effective in growing your Culture of Security, YOU must
lead by example

Layers of Culture

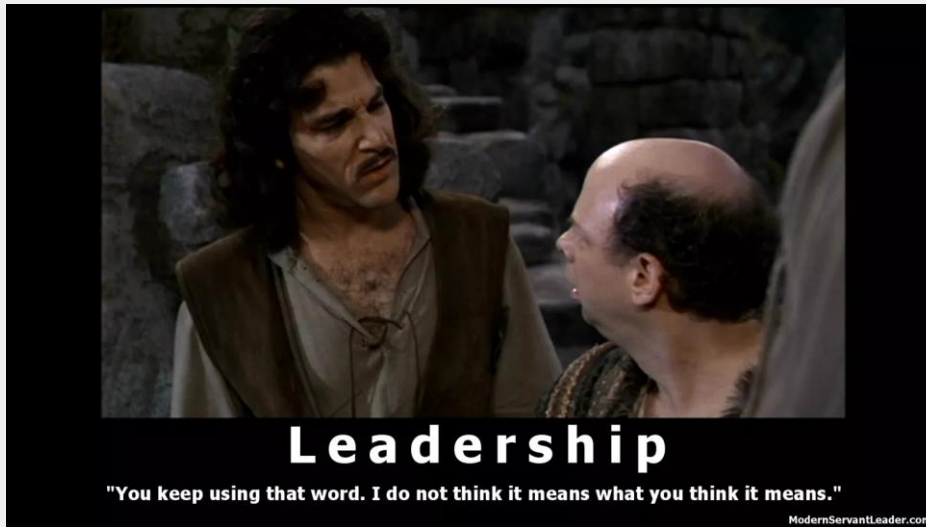


Your Shadow



Your attitude and outlook directly affect your team and interactions with all of your customers.

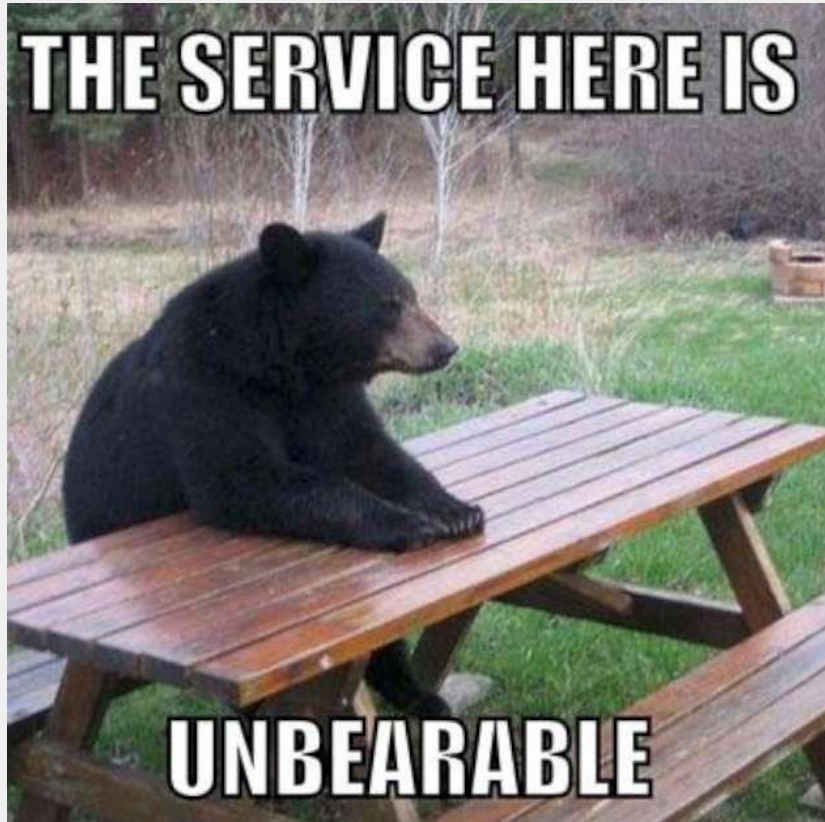
YOU set the tone for everything that follows.



Leadership is not about a title or a designation. It's about impact, influence and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire team-mates and customers.

-- Robin S. Sharma

Security as a Service



Transform yourself and your team into a service-focused group. Go out of your way to help teach your stakeholders about your world, listen when they tell you about theirs.

Some Helpful Resources - Leadership

- Start with Why - Simon Sinek
- Leaders Eat Last - Simon Sinek
- The Open Organization - Jim Whitehurst
- Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness - Greenleaf & Spears



BIG CONCEPT -

Leadership

Positive Security Culture starts with **YOU!**

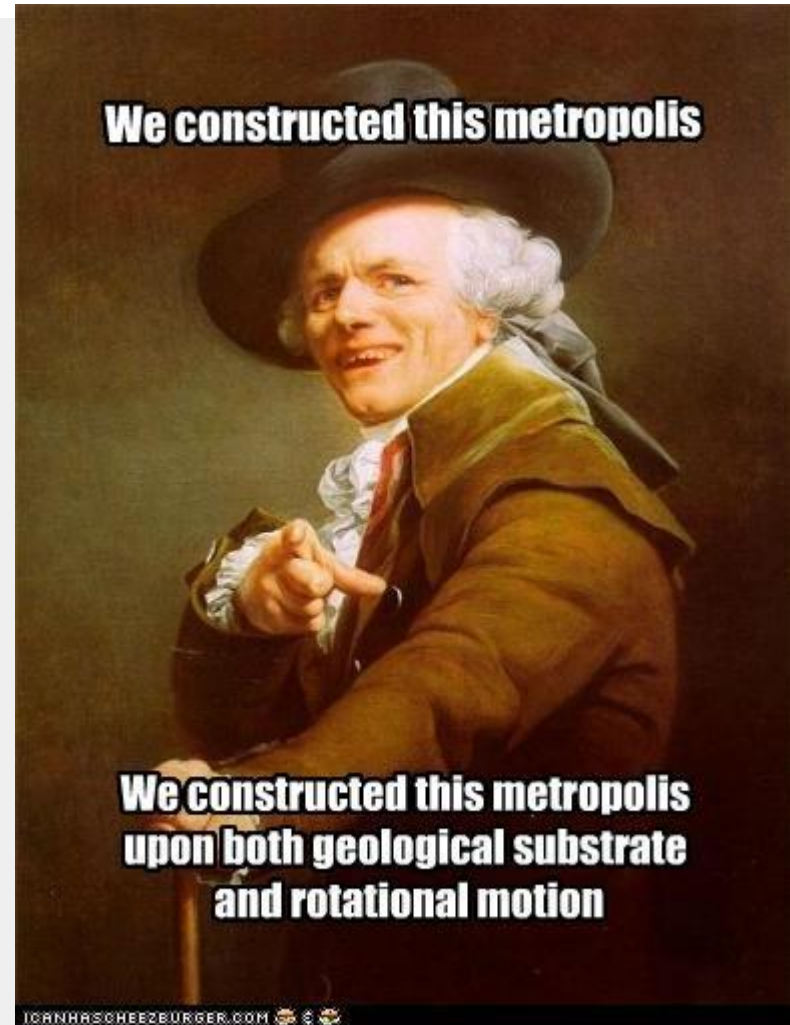
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Karma Chameleon

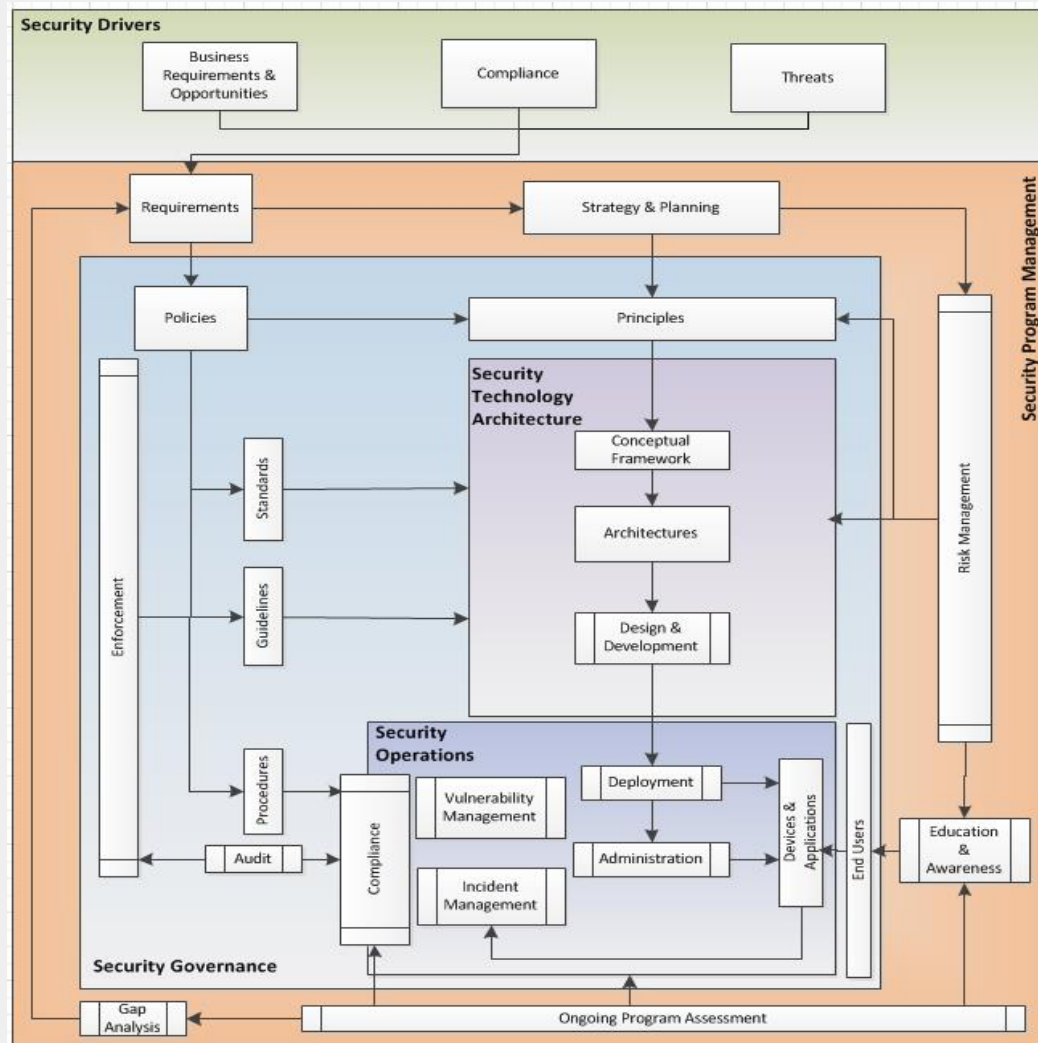
Loving would be easy if your colors were like my dreams

Building a team (on Rock-n-Roll!)

Having Mastered your leadership skills, now it is time to focus on those around you.

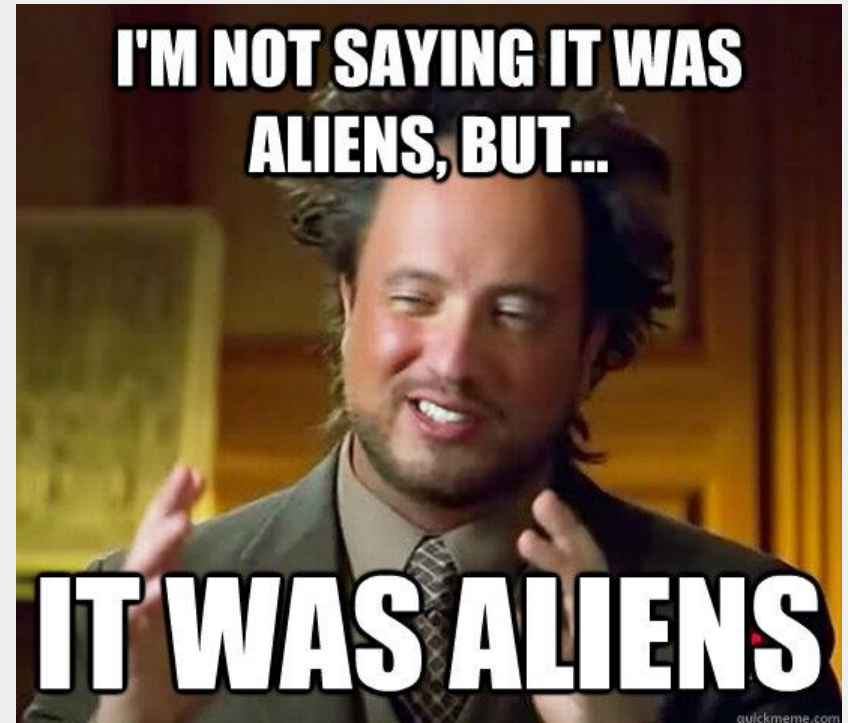


All Models are wrong, some are useful



What makes people tick

- Those just collecting a check
- Those looking to learn
- Those looking to gain XP
- The True Believers



Team members need to understand why they are participating on the team and how the team fits within their organization.

Mission, vision, & goals - more than just words

As leaders, it is our responsibility to set the tone for your organization, leading by example

(remember a few slides ago when I said it was important to do that?)



S.M.A.R.T Goals & OKRs

Specific

Measurable

Attainable

Relevant

Time-based

Objectives &

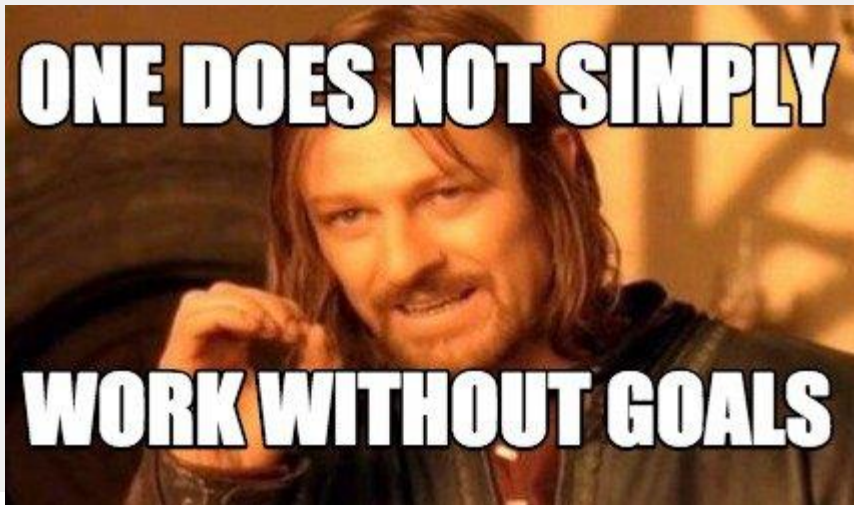
Key

Results

Key

Performance

Indicators



These help associates understand what success looks like

Guiding Principles

Collaboration - Shared problems are solved faster

Transparency - Forces Authenticity and honesty

Accountability - Willingness to take responsibility for one's actions

Meritocracy - Rewarding the best ideas, no matter where they come from

Participative communities are more open to change

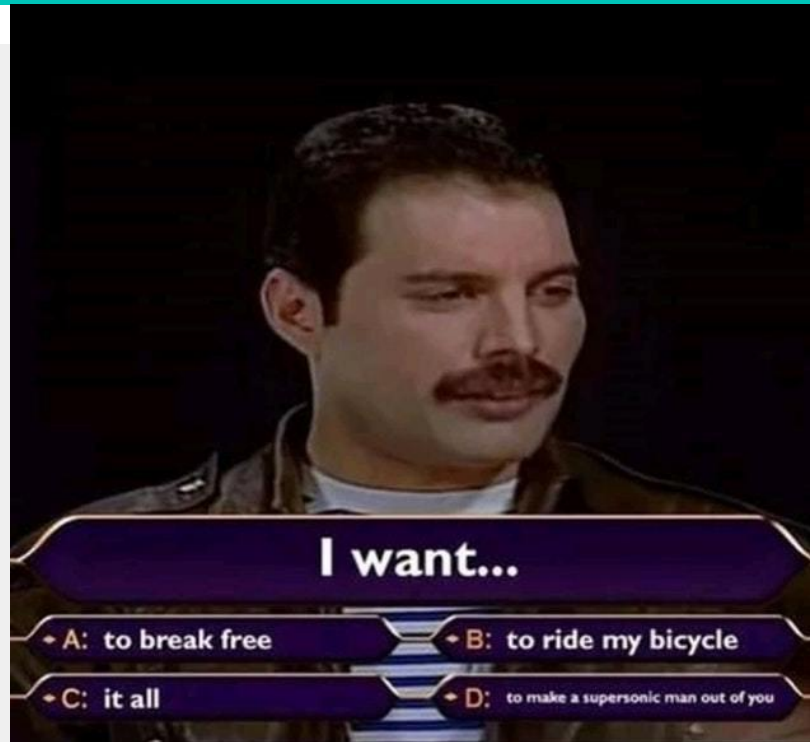
Now you're speaking my language

Different personality types require different approaches.

Tools like DISC or Tilt365 can help you understand your leadership and work styles so you can learn to adjust based off the types you're interacting with.

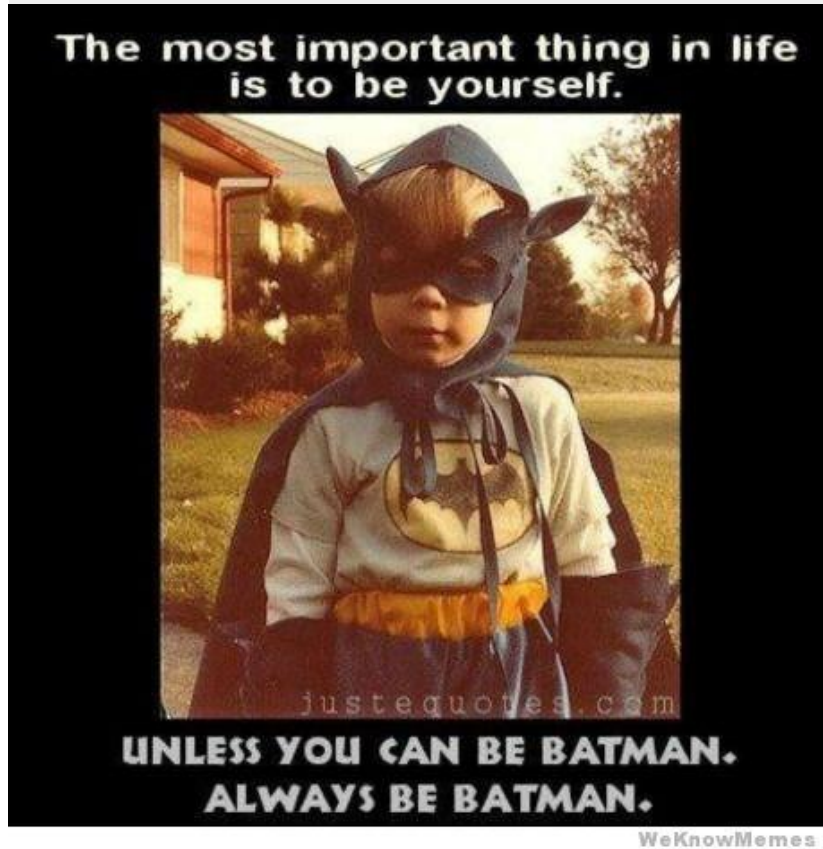


What your employees want, what they really, really want



- To be listened to
- To know they have an advocate that can remove roadblocks
- To have enriching experiences and worthwhile work
- To feel like their contributions make a difference

Generating a sense of identity



Cultivating a positive community of professionals that support each other and your customers.

A team identity can help give associates a sense of belonging; forming strong bonds helps reduce attrition.

Some Helpful Resources - Team

- The 5 Dysfunctions of a Team - Patrick Lencioni
- Death by Meeting - Patrick Lencioni
- Slack: Getting Past Burnout, Busywork, and the Myth of Total Efficiency - Tom DeMarco
- Writing S.M.A.R.T. Goals -
<https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>
- Beginner's Guide to OKRs -
<https://felipecastro.com/en/okr/what-is-okr/>
- Tilt365 - <https://www.tilt365.com>
- DISC Profile - <https://www.discprofile.com/>



BIG CONCEPT -

Team Culture

Establishing a team identity and collaborative culture is **KEY** to recruiting and retaining associates

3.

Letting Somebody Love You

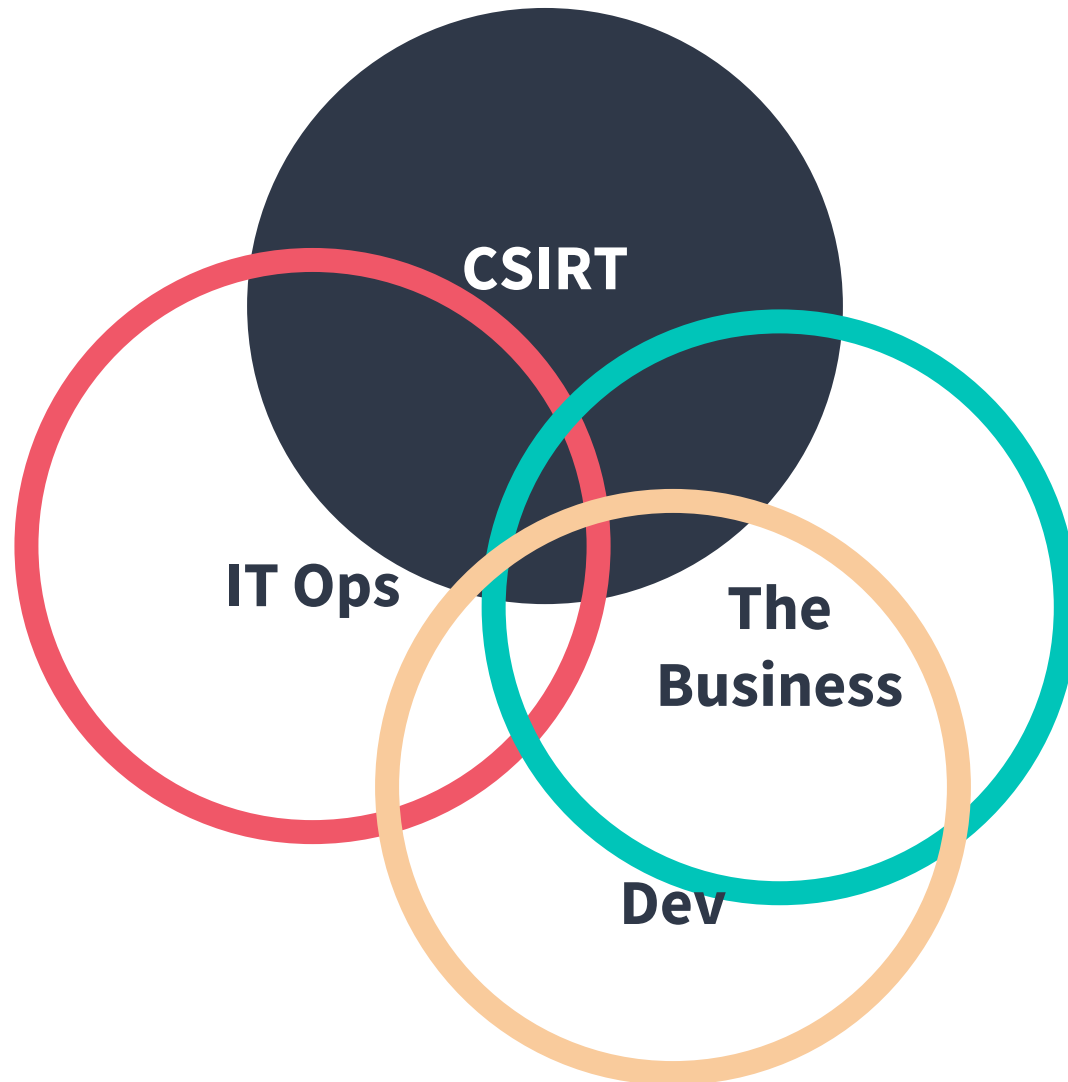
I walk into the room and light your fuse

CSIRT's relation to the rest of the Org

Security can live in many different groups. Knowing where you sit in an org chart can help you understand how to navigate and negotiate your ideas.



ZOMG AWESOMZ CHARTZ!!!



Stakeholder Management



- Know your stakeholders and their needs.
- Tailor your comms to them.
- Understand the key players that can be groomed to be your security deputies.
- Cultivate relationships with other Ops teams and Development groups.
- Use THEIR language/vocabulary to eliminate ambiguity

Shared Purpose

Unless you develop and sell security tools.... Security probably ISN'T part of your corporate mission.

Understand the business you work with. What is their jargon? What are their challenges and threats they face.

Steer your team to the same understanding so you focus on tasks/initiatives that help further your organization's goals.



Some Helpful Resources - Organization

- FIRST's CSIRT Services Framework - <https://www.first.org/education/service-framework>
- The Phoenix Project - Kim & Behr
- Gung Ho! - Bowles & Blanchard
- The Entropy Police: Practicing Information Security in the Enterprise - Guida



BIG CONCEPT -

Organizational Culture

The better you understand your organization, the more success you can be in negotiating the implementation of your program

1.

Poisoned Minds

Who am I to say that's crazy? Love will make you blind

Protecting the Brand

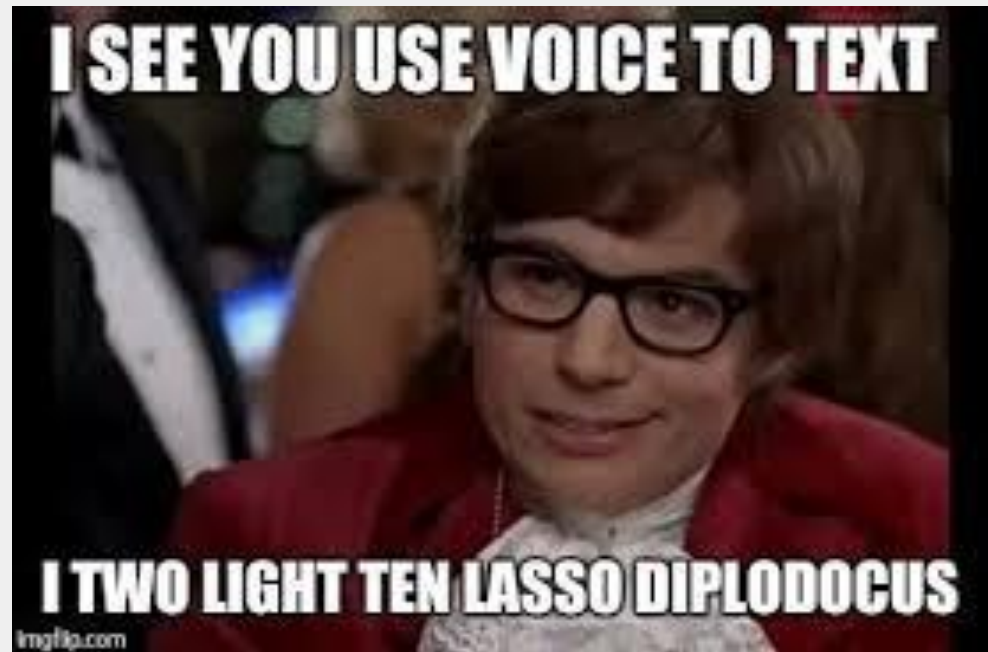


- You ARE your brand. Every interaction with customers either strengthens or weakens that brand.
- You don't have to be customer-facing to still have a customer impact.
- Ultimately, your processes, policies, and controls are in place to protect your organization and its customers.

Connecting with Customers

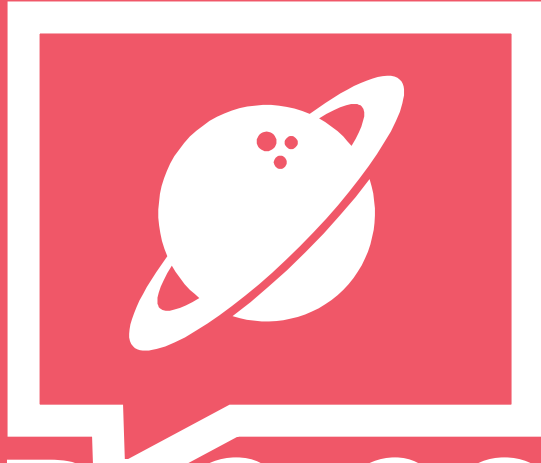
Seek feedback through
Programs like:

- Net Promoter Score
- Voice of the Customer
- Customer Success



Some Helpful Resources - Customers

- The Power of Moments: Why Certain Experiences Have Extraordinary Impact - Dan Heath
- Customer Success: How Innovative Companies Are Reducing Churn and Growing Recurring Revenue - Steinman, Murphy, & Martinez



BIG CONCEPT -

How your culture impacts your customers

The Customer is THE most important part of your business.

Let's review some concepts



Leading

Model and practice behaviours you want echoed. Influence wins more friends than Authority



Team Culture

Empower your team to succeed. Create an environment that attracts and retains strong talent



Organizational Culture

Cultivate relationships across the company so you understand your stakeholders and so they understand you



Customer-focused Culture

Understand and proactively addressing your customers' needs



Thanks!

Any questions?

✉ CRob_at_RedHat_dot_com

🐦 @RedHatCRob