

# Position your security program for success

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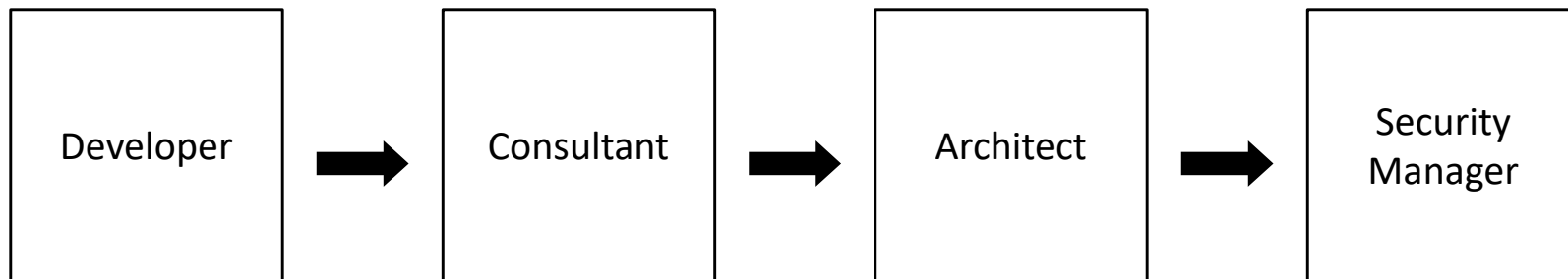
## **Disclaimer**

These views are my own and do not reflect those of my employers or clients past and present.

Information presented in the deck is general and should be adapted to fit individual scenarios.

# Hello world!

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80% of the race is won before the starting line

# To win an F1 Championship you need...

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Shared Goal



Great team



Sponsorship



Logistics

# Why do security programs lack traction or fail to launch?

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1. Not aligned with business priorities
2. Stuck in delays because hard decisions aren't being made
3. Under-funded, so delivered through BAU slowly over time
4. Gets bogged down in never ending procurement delays
5. And many others....

# Owning the problem changes everything

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This business doesn't get security... they support it until it hurts or costs.



It's my job to convince the business. I'm going to learn how to do that.



# Position your security program for success by...

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Communicating strategy, the business can understand



Building a governance team



Secure funding



Arranging corporate “logistics”





Shared Goal

# Security is not the biggest problem for the enterprise.

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Security is seen as a 'black box' to treat a real but poorly understood risk

The enterprise doesn't know what security is. What it knows is:



There is a real  
need... not sure  
what?



It costs lots



It distracts from  
core business



Auditors care

This leaves security programs in limbo-land, where they exist with compliance-based targets only, and struggle to get traction above the bare minimum.



Shared Goal

# Generate a shared goal by communicating strategy in business terms

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The security strategy is about the business, not security.

1. Anchor in the business vision, mission or purpose
2. No technical detail before objectives level
3. Keep it simple

Mission

Vision

Strategic Goals

Objectives

Traditional strategy break-down

# Digital.nsw Cyber Security Vision



Shared Goal

## Our Vision

Simple statement  
anchored in  
business mission

**For NSW to become a world leader in cyber security:**  
Protecting, growing and advancing our digital economy.

Cyber security is the responsibility of every business – big and small, and every citizen – young and old. It is critical to every industry in NSW and, at the same time, cyber security is an industry in and of itself; demonstrating an extensive ecosystem across academia, industry and government to drive innovative solutions in a fast-paced environment. As a result, cyber security sector has a dual role to play in the digital economy in both defending and protecting the economy, as well as underpinning its growth.

## What our industry consultations have told us

As part of our consultation process, we reached out to over 90 industry organisations to understand their observations, ideas and suggestions to achieve our vision of becoming a world leader in cyber security.

Below is an outline of the key themes that we have heard from our industry consultations:

**Low cyber security maturity**

A low cyber maturity means a low barrier of entry to cyber disruption resulting in significant risk to the NSW economy. These combined factors have stimulated innovation in products and solutions that counter malicious activity and has led to the emergence of a burgeoning cyber security industry.

**Evolving threat landscape**

### Cyber Security Strategy

Our Strategy at a Glance

Our Vision
Increase NSW Government cyber resiliency
Help NSW cyber security businesses grow
Enhance cyber security skills and workforce
Support cyber security research & innovation

Vision is broken down into 4 strategic goals

Our Purpose

Explaining the why in business language

*“A low cyber maturity means a low barrier of entry to cyber disruption resulting in significant risk to the NSW economy.”*



# So what?

Ensure your message resonates with this simple question

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1. Write what you want to say
2. From the perspective of the stakeholder, ask yourself “So what?”
3. Repeat until you can no longer drill any further
4. Now rewrite the sentence

# Example - So What?

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1. The project will implement Application Control - **So what?**
2. Following the project only known good applications will be allowed to run - **So what?**
3. Following the project unknown or bad programs will not be able to run - **So what?**
4. The project will deploy the #1 Australian Signals Directorate control. It is effective in stopping 85% of attacks, including previously unseen malware. **So what?**
5. **<Stakeholders #1 strategic objective/>** will be protected against 85% of all attacks, by implementing the #1 Australian Signals Directorate control.



Write for the audience



Narrative is more  
persuasive than facts  
alone



Simplify your message



Business writing



Shared Goal

It's how you say it matters



Great team

# Who's decision is it to make?

I can't get anyone to make  
a decision or agree a  
direction...



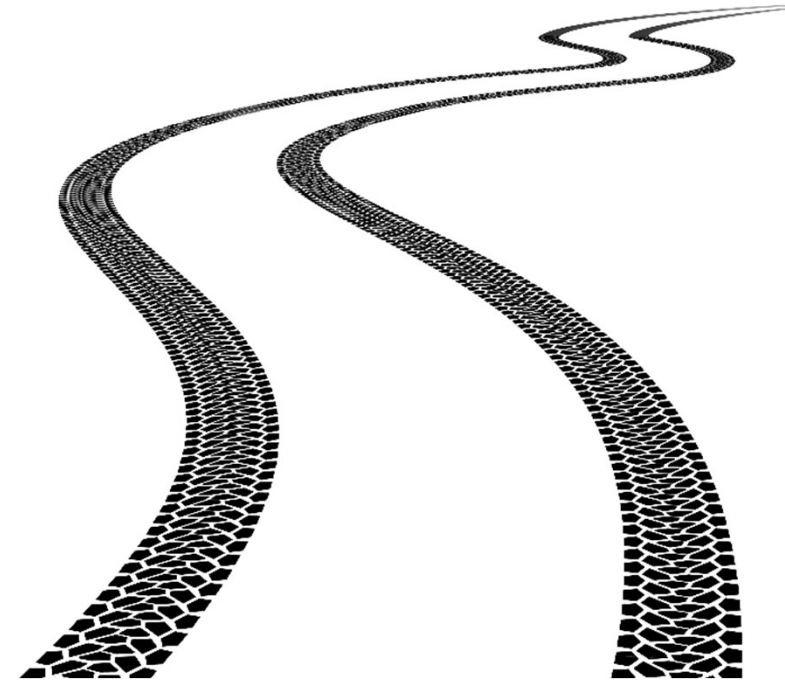
..and my sponsor lacks the  
influence to force a  
direction



# Governance is key to traction

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- Nail down BAU security accountability and risk owners  
*“Whose business will be disrupted by a security risk?”*
- Identify decision makers and rules for grey areas
- The right sponsor will be evident - influence the selection







Great team

# Help your sponsor help you

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## **A good sponsor:**

1. Understands the problem
2. Needs the problem solved
3. Knows what is enough
4. Can build an effective team
5. Can resolve issues

## **Your role:**

1. Influence the selection of sponsor
2. Ensure the problem is understood
3. Communicate regularly with sponsor
4. Explain the implications – So What?
5. Present options to resolve issues



Great team

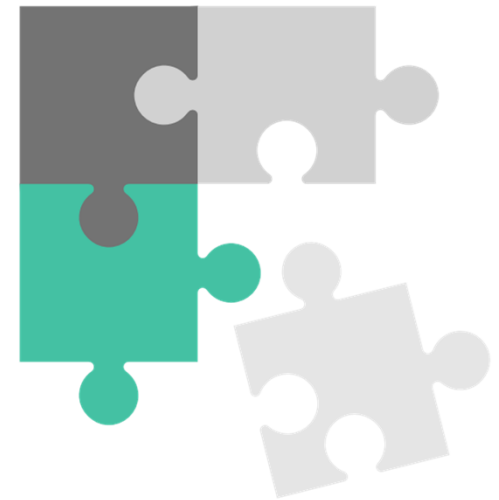
# Lock-in other influential stakeholders

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Security is not an IT/OT problem, it requires changes across the organisation. Influential stakeholders are needed to affect security change.

Secure support with:

1. Steering committee positions / reference group
2. Corporate KPIs, goals
3. Risk ownership



# Communication with stakeholders up and down is critical to success

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Great team



Identify key  
stakeholders



Engage and listen to  
stakeholders



Communicate,  
communicate,  
communicate

People matter. Treat them with respect. This goes a long way to successful delivery.



Sponsorship

# It all takes money

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They have signed up to the goals, but I have to deliver with half the budget.



# Understand the budgeting process to fund the program

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Sponsorship



Map the budget  
process



Plan budgets  
well in advance



Benchmark your  
budget



Uplift increases  
OPEX budget



Express value in  
business cases

# Don't waste a crisis... even if it is not yours

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Sponsorship





# Amateurs talk strategy, Pros talk Logistics

Getting stuff done is hard. Turning the corporate cogs requires planning.

Tips for effective delivery:

1. Structure your program correctly
2. Allow for procurement processes and timeframes
3. Understand organisational governance and delegations

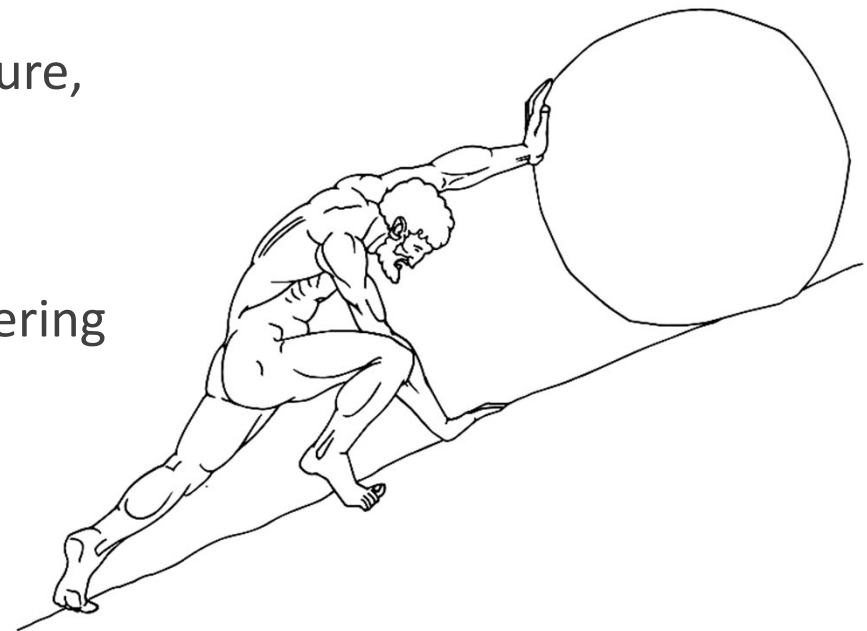




# Structure the program into bite-sized chunks

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- Delivering in small chunks reduces the risk of failure, and limits the damage when failures occur
- Build stakeholder trust on a track record of delivering measurable value
- Measure and trumpet the value delivered





# Understand the process to buy things in your organisation

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- Know your organisation's procurement process
- Build relationship with Procurement
- Allow adequate time
- Understand sign-off and delegation limits
- Prepare signatories and financial delegates ahead of time or get delegated authority upfront





## Relentless focus

- Don't get distracted
- Everything is a prioritisation
- Opportunity cost
- Capacity



# Position your security program for success



## Shared Goal

- Communicate a share goal in business terms
- So What? Tell the business why it matters
- Use business writing techniques (Magnito)



## Great team

- Secure support with sponsor, steerco, KPIs and risk owners
- Stakeholder matter, engage with them and listen



## Funding

- Understand the budget process
- Plan well ahead
- Use a crisis when it occurs



## Logistics

- Deliver in small chunks
- Understand your organisation's processes and learn how to work them
- Procurement and sign-offs are key

## Homework challenges

1. Review for areas that could help you
2. Invest in understanding your business
3. Are you securing enough budget?
4. Are your relationships with stakeholders healthy?
5. Do you have the support needed to affect change?
6. Are you focused on the right things?