Instructions

This is an interactive process, where you show your current thinking and the instructor hands you a new problem. This is the skill of critical thinking for cybersecurity. It is the core of the exam. Mindset: You are sitting in the seat of CISO. The company that is being discussed is your organization. You want to ensure that everyone at the C suite level is engaged in the problem and willing to offer solutions that may have nothing to do with cyber security. You will not inflict any of your preconceived notions, controls, or jargon on the business units. Ultimately you want to form a question for business to understand the problem. These questions are a process to build your analysis skill.

List and define the following:

1. Core principal(s) violated?
2. Main stakeholder
3. Define business the problem. (1 sentence format)
4. Asset or Value at risk to business?
5. What question can you ask management to engage them in the business problem?

CASES are on the github wiki: https://github.com/deanbushmiller/CECOMCISSP/wiki

Lack of

When people tell me the problem is a lack of _____. I say no. You just gave me *your* solution. You did not involve me in the discussion, the thought process, so why are you telling me this? Senior management feels the same way. If you know what the solution is, why didn't you do it and say... "You ain't got no problems."

- If you need management buy in then present it as a question, so that everyone can offer solutions.

- below comes from
  https://www.koganpage.com/article/the-biggest-threats-to-your-change-programme

Lack of Stakeholder Engagement

More often than not, a change driven from the top fails to engage properly with the front-line operational staff.

Successful change does not just happen due to the efforts of one leader who drives the change on their own and takes all the credit, but instead is due to the involvement of those impacted by the change. Yet, when organizations are faced with the prospect and speed of change, they often fail to include relevant people. Engagement of stakeholders is 'a must-do, not nice-to-have' activity as engaged employees are more likely to support change initiatives and are more resilient in the face of change.

Change programmes should, whenever it is feasible, be constructed or negotiated with rather than something that is done to stakeholders.

Stakeholder engagement requires the identification of the relevant stakeholders and this can be conducted through a mapping exercise. This involves addressing questions such as: Who are the current and potential stakeholders? What are their interests/rights in OC? How does each stakeholder affect the OC? How will the OC affect each stakeholder? Identifying and engaging stakeholders in change programs can also help to build relationships with those who can and will exercise their power and political means, in covert and overt ways, to subvert any change. The engagement of stakeholders needs to be an on-going and dynamic activity during a change programme.

Lack of Ownership for Change

People often say that they do not know how they fit into the change because they have not been involved in the planning process. The response from managers tends to be: 'Here's the change; this is why we have to change, here is how it will change – now own the change'. This does not work. What does work is ownership.

Managers need to ensure that employees, as well as they themselves, feel a sense of personal ownership of change. That way, they will put far more effort into making it a success.

Ownership of change needs to be built and maintained. People need to own the change, that is to take personal responsibility for those aspects of the change which they can control or influence. Ownership is often best created by involving people in identifying problems and crafting solutions and it is reinforced by incentives and rewards.