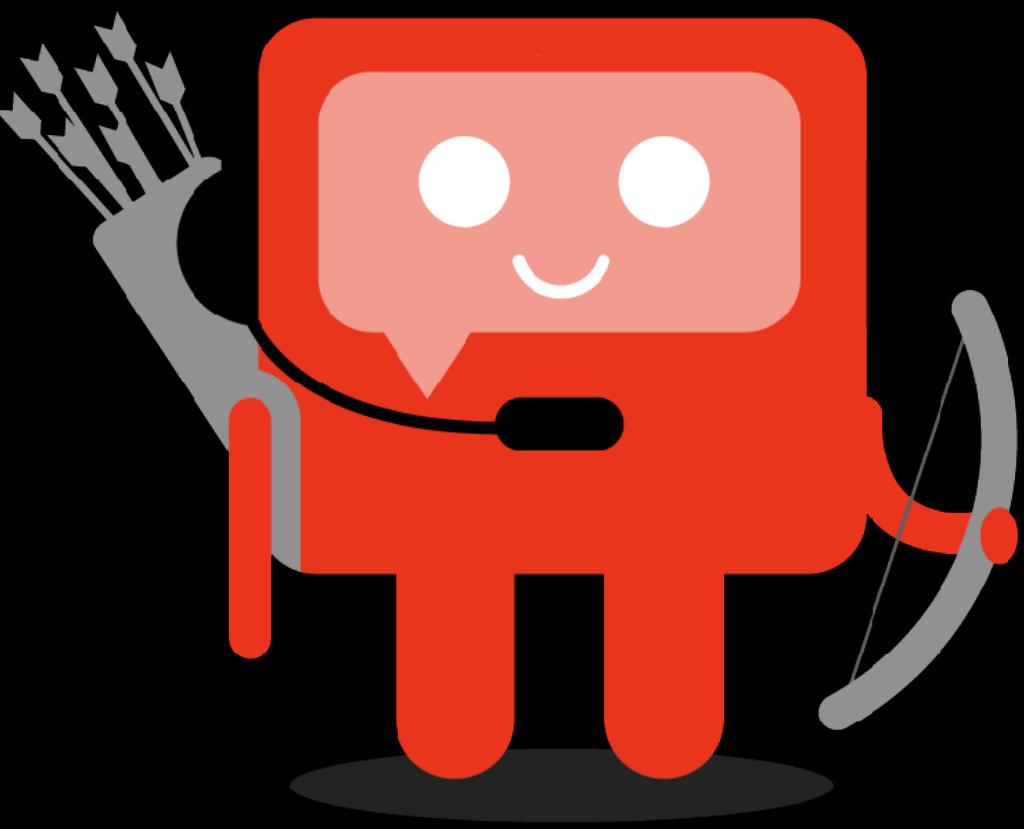


Protecting the Enterprise with
People, Culture, and Product

Tony Meehan, VP Engineering



ENDGAME.

Disrupting Nation State Hackers^[1]

Rob Joyce
USENIX Enigma 2016

Our mission is to **protect** the world's data from attack.





“ENDGAME. leads the pack.”^[2]

Josh Zelonis

The Forrester MITRE ATT&CK Evaluation Guide

Life Inside the Perimeter

Understanding the Modern CISO

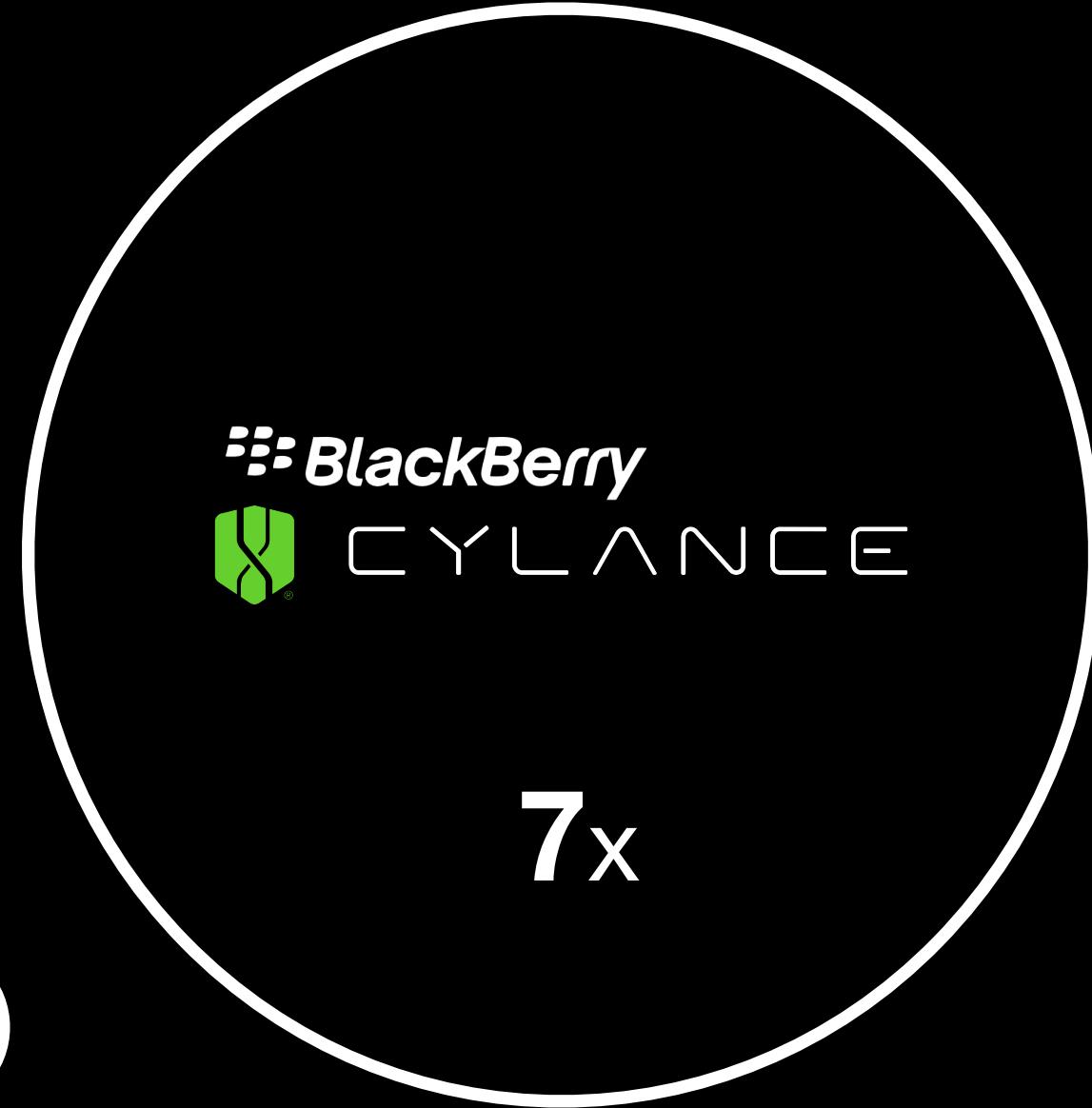
Nominet/Osterman Research

*“Every single CISO questioned found their role **stressful.**”* ^[3]

*“A third of CISOs expect to be **fired** or **disciplined**
if the worst happens.”^[3]*

**“The majority of CISOs say they
don’t have enough resources to defend the
organization they are trying to protect.”^[3]**

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8

changes

waste

*“Anything other than the **minimal amount** of equipment, materials, parts, space, and worker’s time, which are absolutely essential to **add value** to the product.”^[4]*

Fujio Chō
Honorary Chairman of Toyota Motor Corporation

*“Anything other than the **minimal amount**
to **add value** to the product.”^[4]*

Fujio Chō
Honorary Chairman of Toyota Motor Corporation

you are not your **job title**

idea **no. 1**

*“To soar, security teams must
focus on business, not technology.”*^[5]

Emily Heath
VP and CISO at United Airlines

*idea **no. 1***

“Silos tend to perpetuate themselves.”^[6]

Behnam Tabrizi

Professor at Stanford University’s
Department of Management Science and Engineering

idea no. 1

deliver **smaller** things **more** often

idea no. 2



idea no. 2

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stop waiting

idea **no.** 3

ENDGAME.

*“Flow is a **perfection challenge**; zero waste in the system and immediate continuous flowing delivery of value are profound challenges, probably never achieved.”^[7]*

Craig Larman
Scaling Lean & Agile Development

idea no. 3

no **a**holes**

idea **no. 4**

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*“Managers should **consider toxic and productivity outcomes together**...as a criterion of a good hire.”*^[8]

Michael Housman & Dylan Minor
Toxic Workers, Harvard Business School

idea no. 4

empower small & diverse teams

idea **no. 5**

*“Without a **why** your team has no roadmap to apply when the road forks unexpectedly.”* ^[9]

Michael Auzenne and Mark Horstman
Manager Tools

*idea **no. 5***

outlearn your competition

idea **no.** 6

“By ceaseless repetition and mentoring, people learn by themselves how to make problems visible, analyze their root causes, and **improve by experimenting.**”^[7]

Craig Larman
Scaling Lean & Agile Development

idea no. 6

be a leader-**teacher**

idea **no. 7**

“Bubble entrapment is the most common malady”^[10]

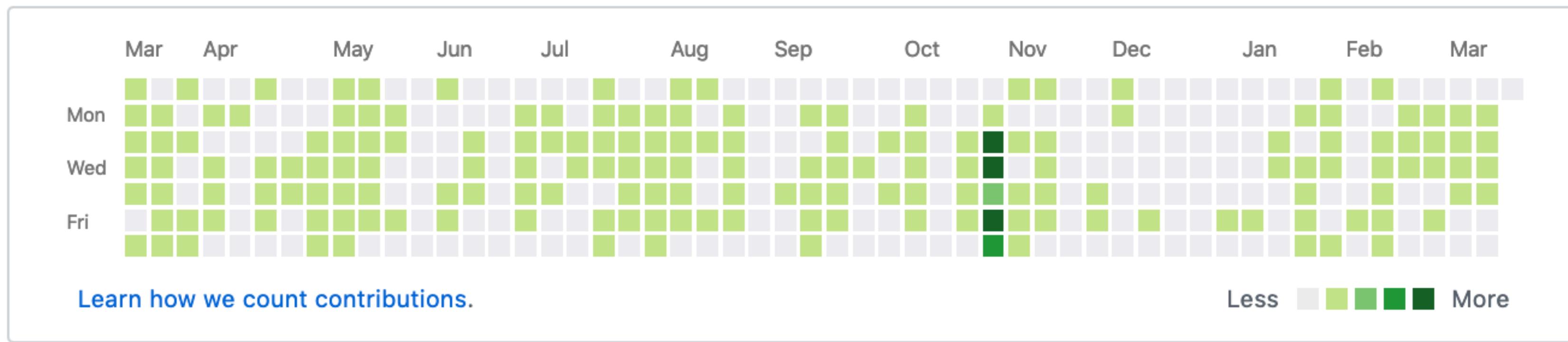
Joseph Schorr

Global Executive Services Director, Optiv

idea no. 7

1,457 contributions in the last year

Contribution settings ▾



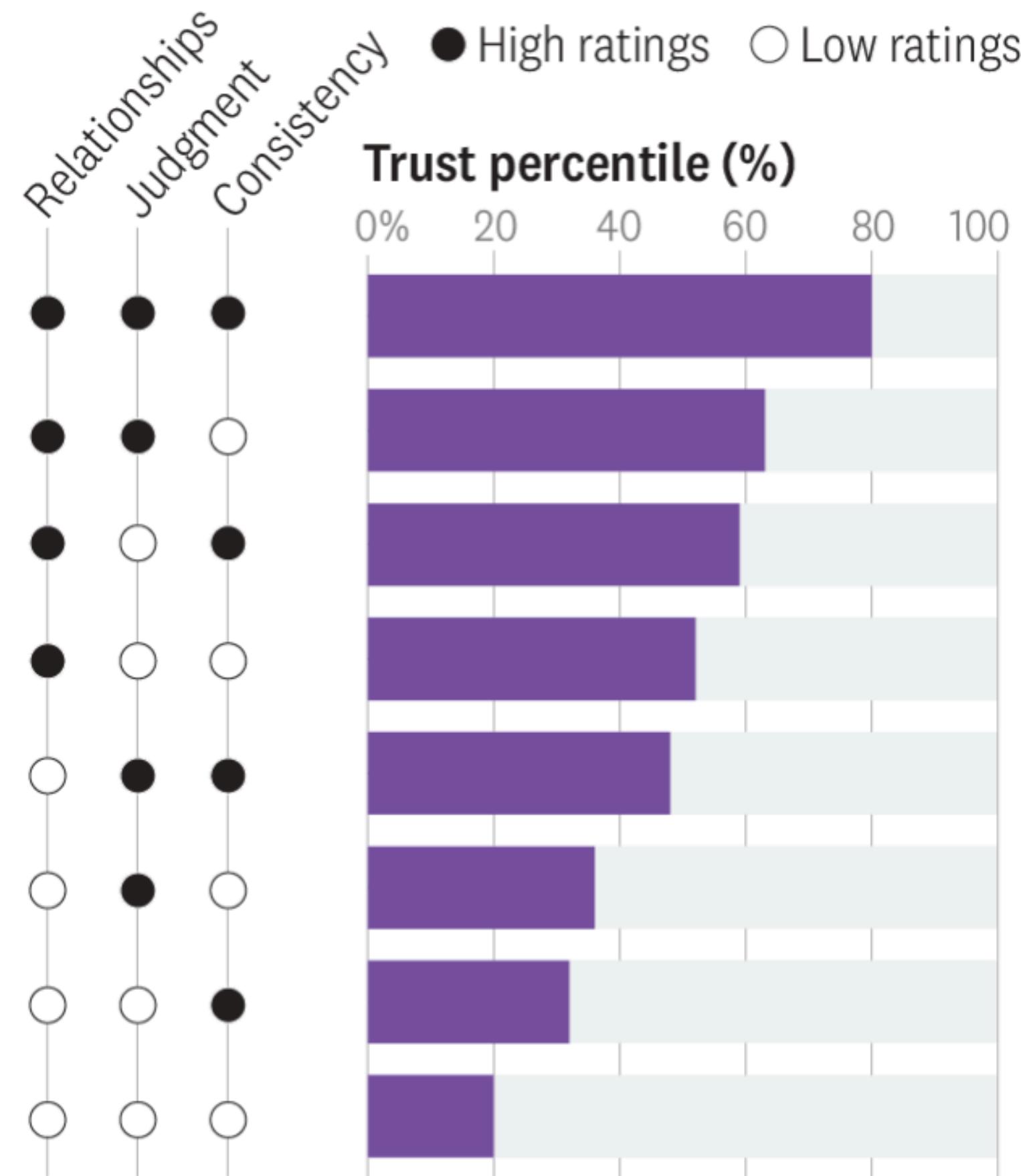
idea **no. 7**

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build trusting **relationships**

idea **no. 8**

Combinations of the three elements of trust



Jack Zenger & Joseph Folkman [11]
The 3 Elements of Trust
Harvard Business Review

idea **no. 8**

“Nearly 17% of CISOs are either medicating or **using alcohol to deal with job stress”^[3]**

8 changes

1. you are not your **job title**
2. deliver **smaller** things **more** often
3. **stop** waiting
4. no **a**holes**
5. **empower** small & diverse teams
6. **outlearn** your competition
7. be a leader-**teacher**
8. build trusting **relationships**

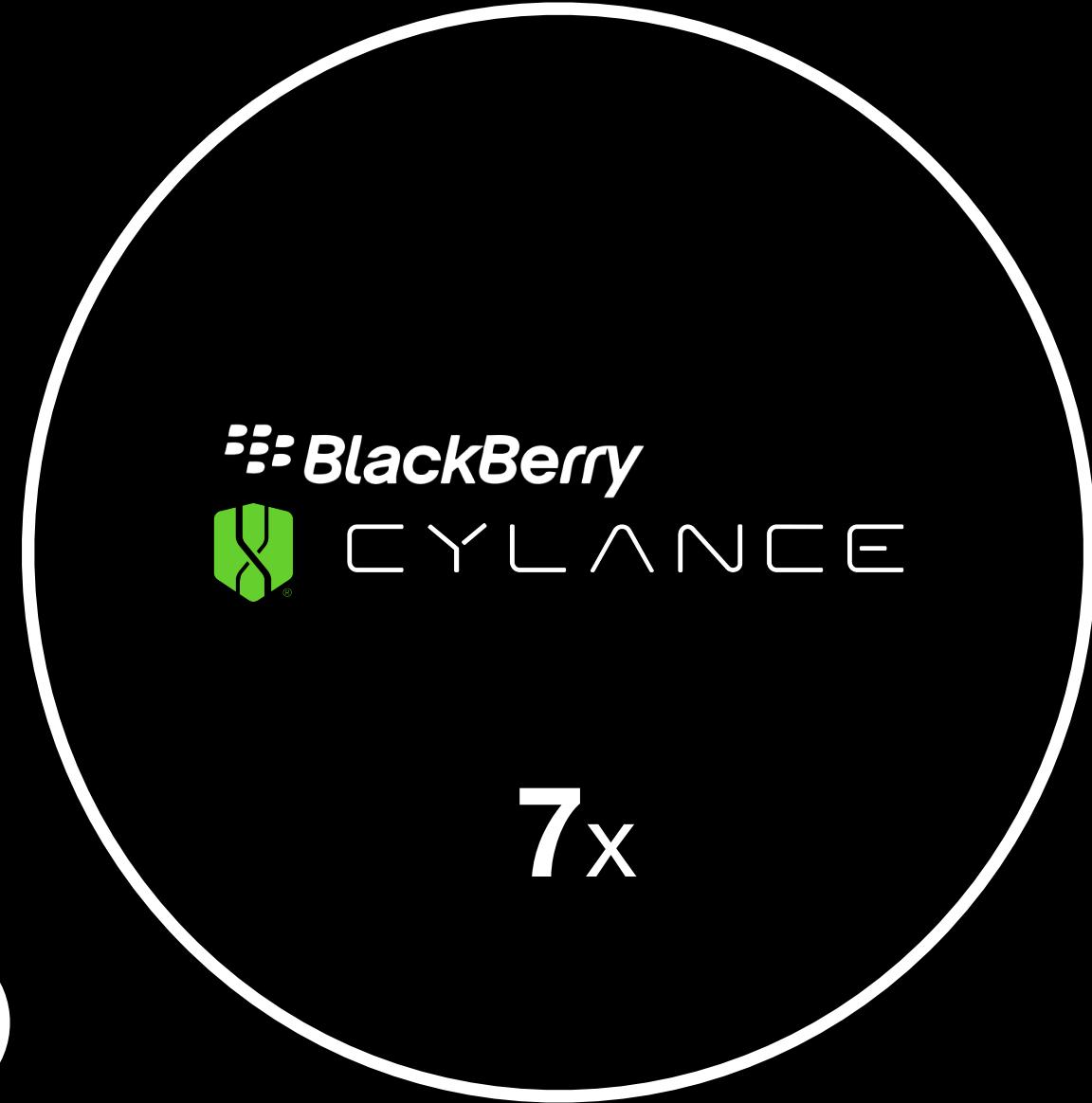
be prepared to **lose** people

caution **no. 1**

people will **wait you out**

caution **no. 2**

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