



MIS|TI™ PRESENTS

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10 STEPS TO AN EFFECTIVE SECURITY CULTURE

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@MikeSaurbaugh*

FROM TECHIE TO BUSINESS LEADER

- Often unplanned career path
- From command line, to managing people
- Lack of training
- Mentors needed
- Systems are binary, people are not
- Hands off the keyboard



THE SECURITY TEAM – SEARCH FOR A BETTER BOSS

“In the Google context, we’d always believed that to be a manager, particularly on the engineering side, you need to be as deep or deeper a technical expert than the people who work for you,” Mr. Bock says. “It turns out that that’s absolutely the least important thing. It’s important, but pales in comparison. Much more important is just making that connection and being accessible.”

“What employees valued most were even-keeled bosses who made time for one-on-one meetings, who helped people puzzle through problems by asking questions, not dictating answers, and who took an interest in employees’ lives and careers.”



(1) IT BEGINS WITH LEADERSHIP

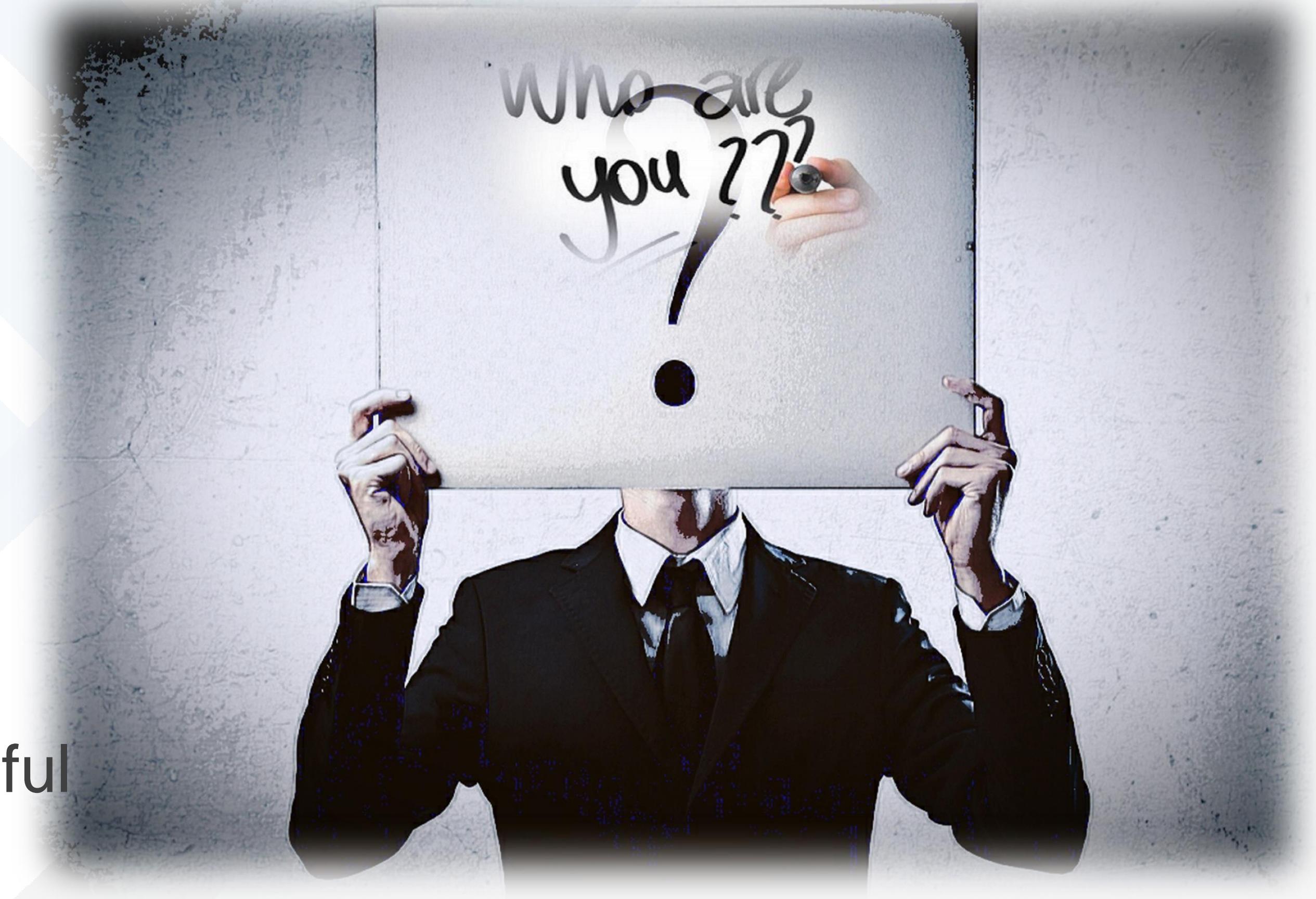
- Would you want to work with you?
- Lead with humility
- Recruit people better than you
- Show them you care about the person, not just their work
- Two ears, one mouth – listen more
- Trust is a two-way street
- Don't be a FUD boss – we learn more from failure



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(2) NETWORKING AND COLLABORATION

- Get out of the office
- Helps with learning the business
- Teaches communication skills
- Become more personable
- See a problem, be proactive and fix
- Help the business become more successful



(3) SHARE THE VISION



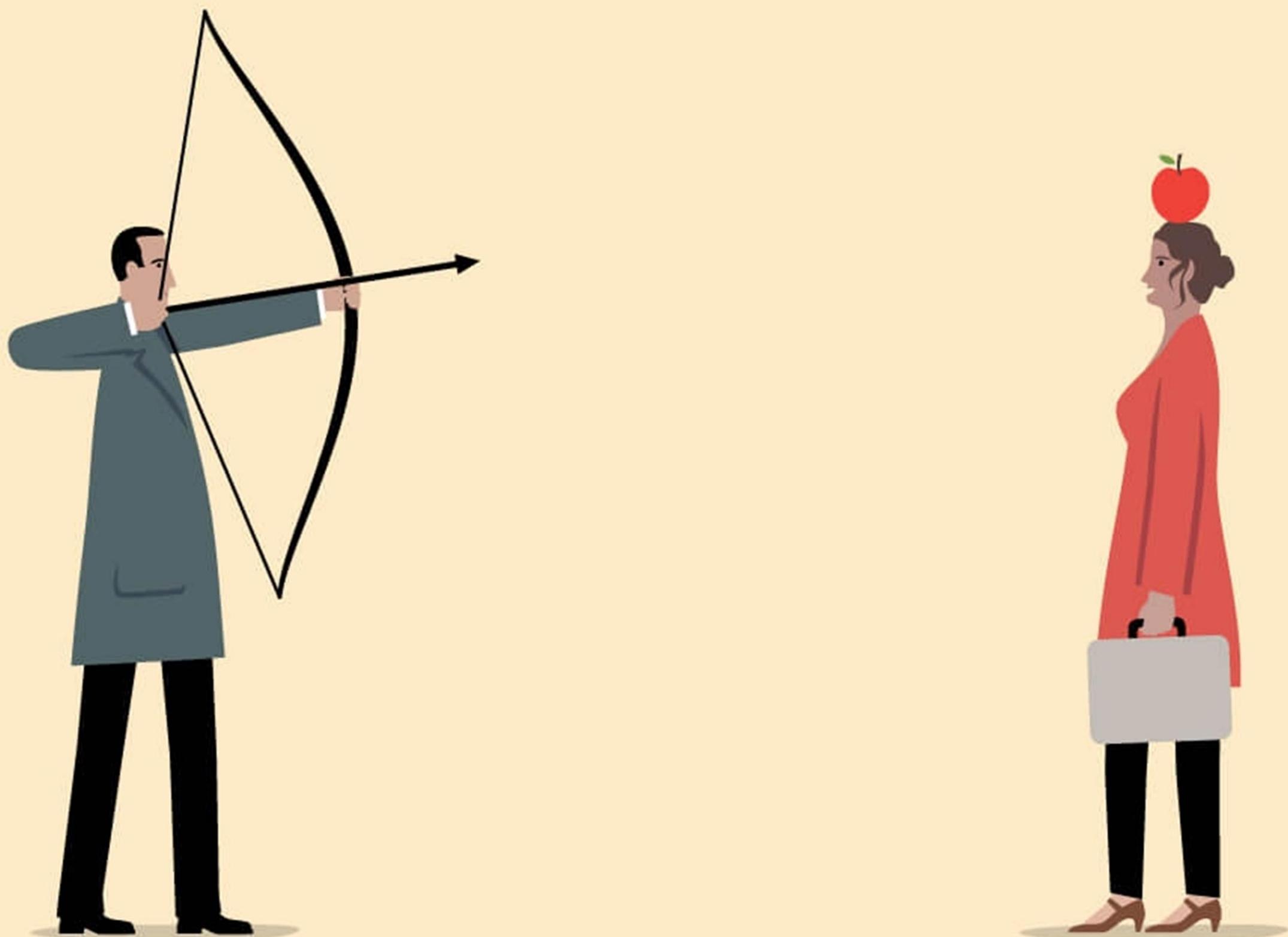
(4) METRICS



MEASURABLE METRICS



(5) TRUST WITH THE BUSINESS (LEAD BY EXAMPLE)



(6) ADVISORY BOARD

Executive sponsors

Risk Management

Legal

HR

IT

Audit

Marketing

Communications



(7) SECURITY AMBASSADORS

- Employees with security-minded traits
- Scale, low cost, engagement
- Recognize their good efforts (vs. money)
- Removes silos
- "Other" skills that work well
- Yahoo! Paranoids



SECURITY AMBASSADORS

- The other “face” of security
- Define the *technical* ambassadors
 - Engineers, system administrators, developers, helpdesk
- Define the *non-technical* ambassadors
 - Audit, legal, physical security, project management
- Enlist the team
 - You need to be a sales person, but be genuine – sell the value, meaning, and purpose.
- Money is *not* the motivator

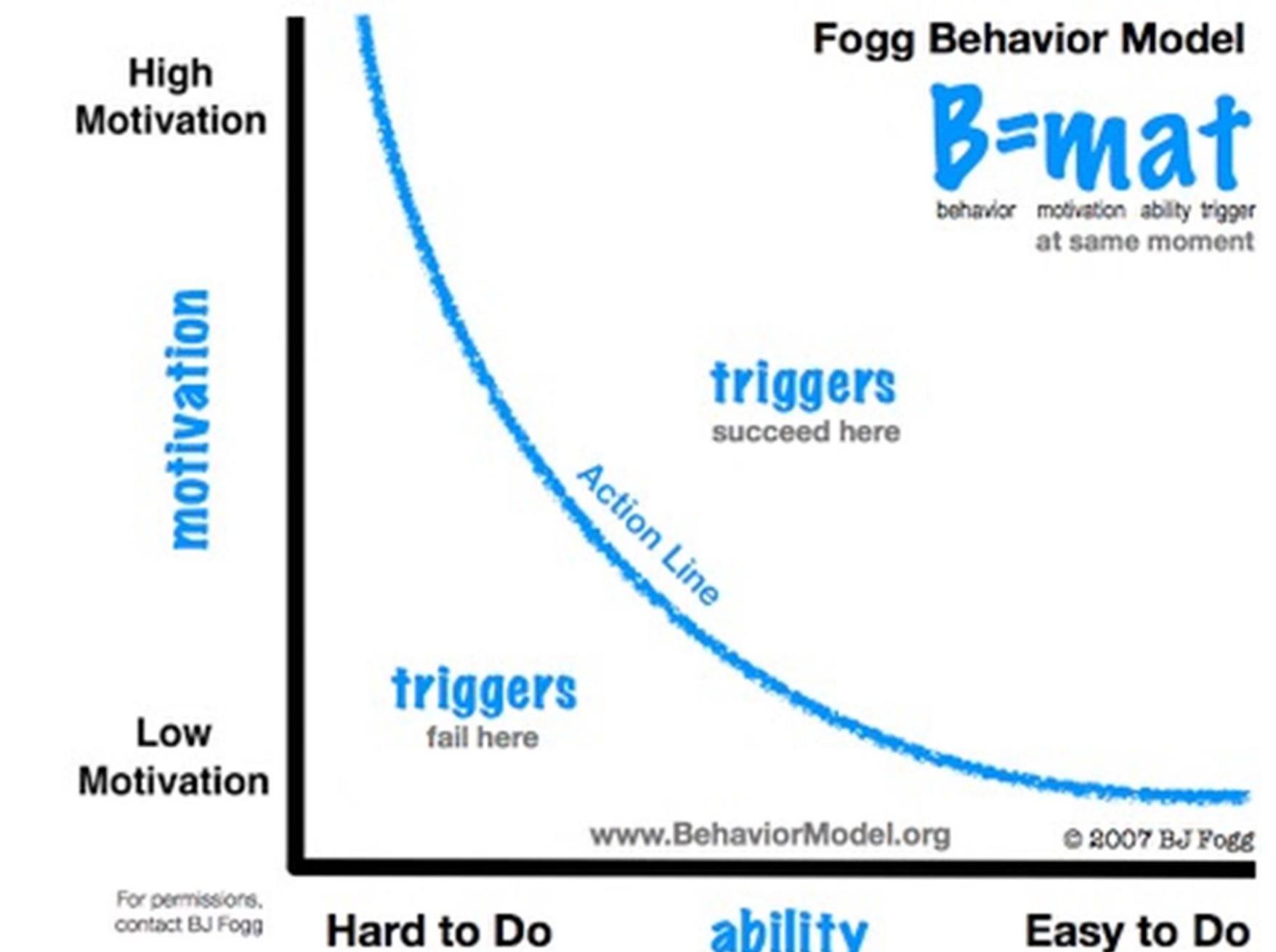


SECURITY AMBASSADORS

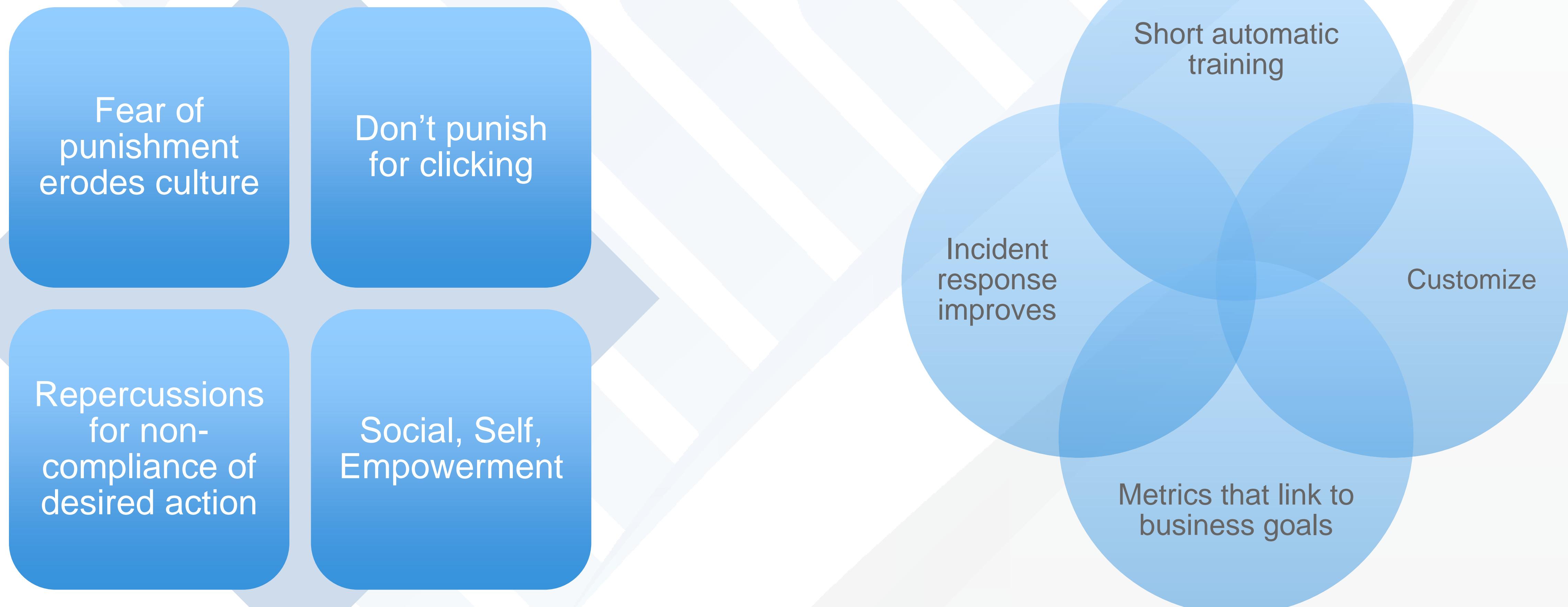
- Growth and development
 - Purple teaming
 - IR tabletop exercises
 - Security conferences
 - Guest speakers
 - Train the trainer
- Measure success
 - Incident costs
 - Reduction in downtime
 - Speed to close bugs, better SDLC
 - Less vulnerabilities



(8) EMPLOYEE ENGAGEMENT



EMPLOYEE ENGAGEMENT



(9) RECOGNITION AND MOTIVATION IS BETTER THAN A GIFT CARD



(10) THE SECURITY TEAM AND THE EMPLOYEES



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HIRING

They fit the department
and company culture

Curious, but humble

Think on their feet

Change agent

Communication skills, in
addition to technical

Keep them informed, or
lose them

Don't drag it out if they're
the one

Pay fairly so that money
is not THE topic

Highlight career path

Retention starts during
the interview

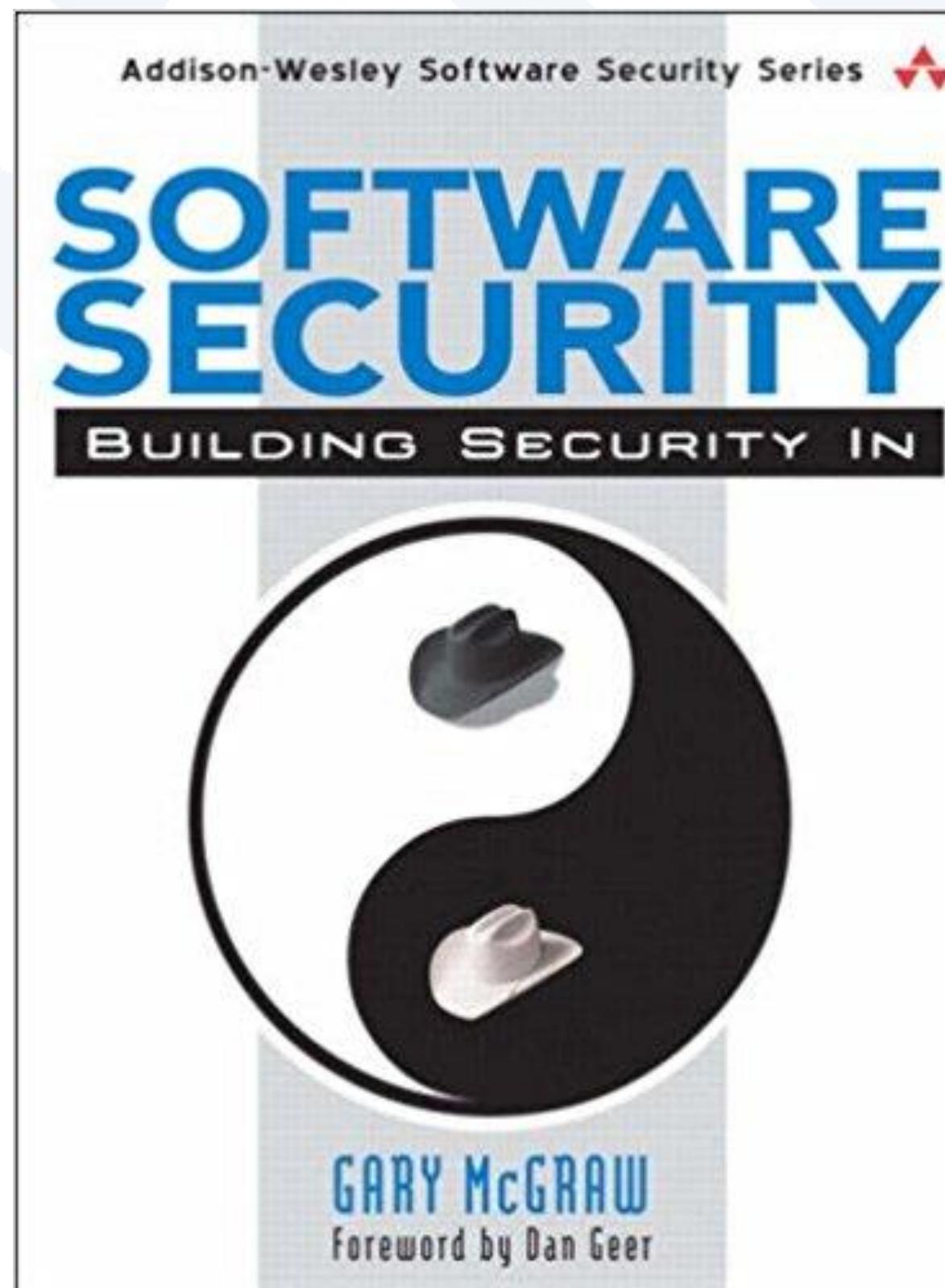
Are you
someone
they want
to work
with

Looking
beyond the
resume

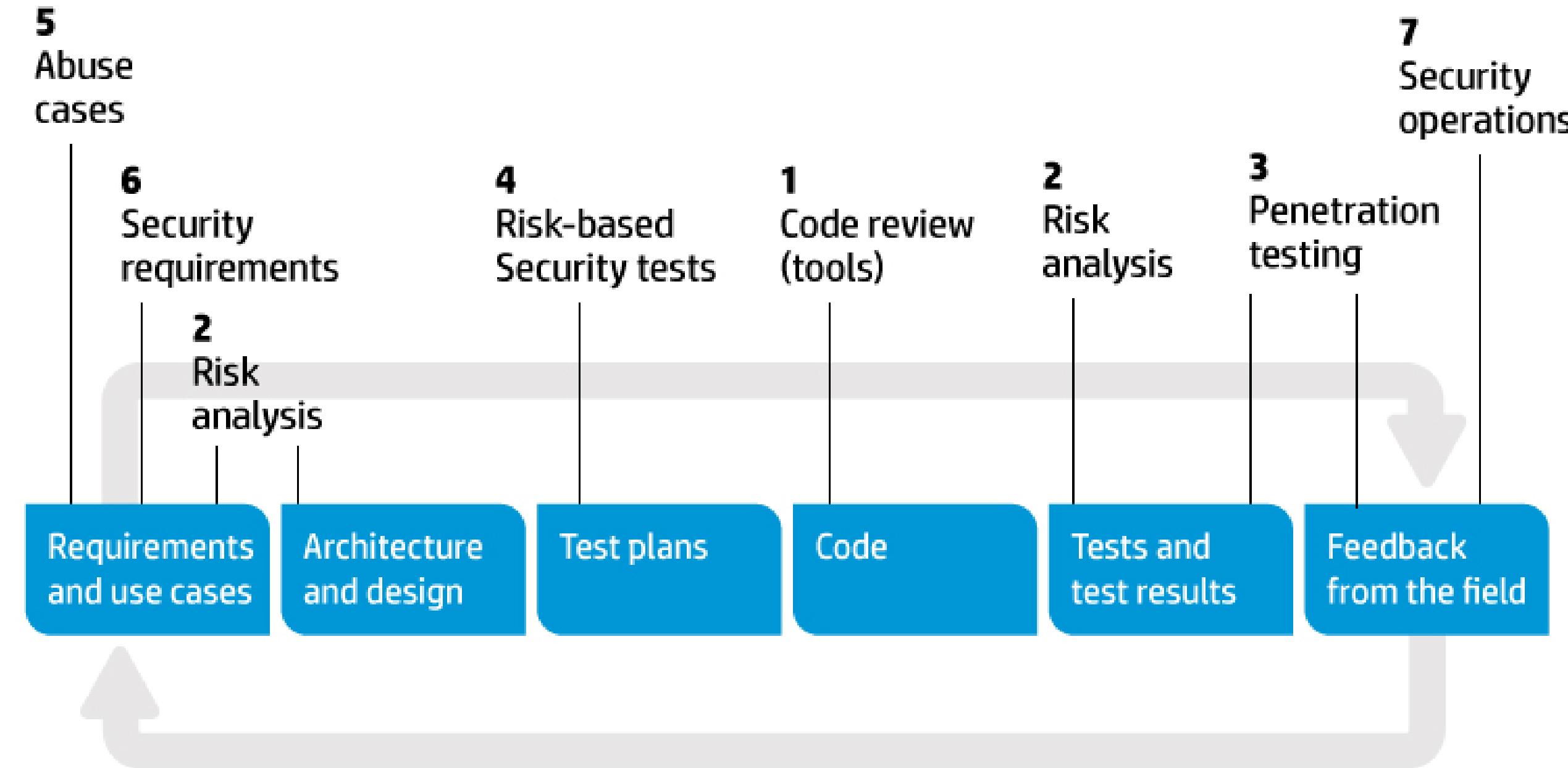
Lead with
humility

You can
train skill
but attitude
correction
is tough

BUILDING SECURITY IN – SDLC



7 touchpoints for software security



Gary McGraw's seven best-practice "touchpoints" for secure software development involve knowing and understanding common risks, designing for security, and subjecting all software artifacts to thorough, objective risk analyses and testing.

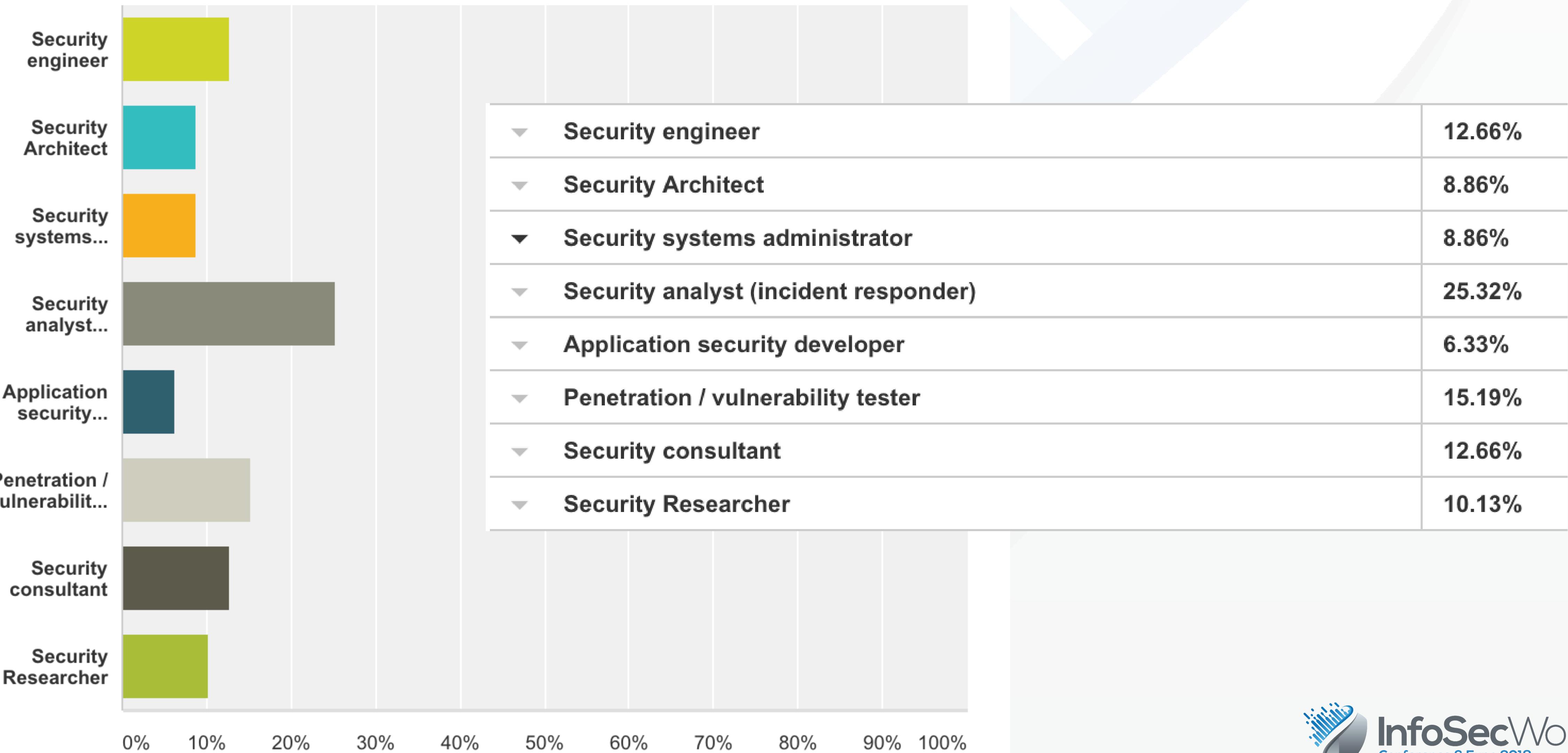
Source: "Software Security: Building Security In," by Gary McGraw

RETENTION VS. TALENT GAP

- Need to evaluate the job people do
- A lot of people fill a description for a job
- Yet, it's time to look at their skillset and adjusting some of the job towards their strengths

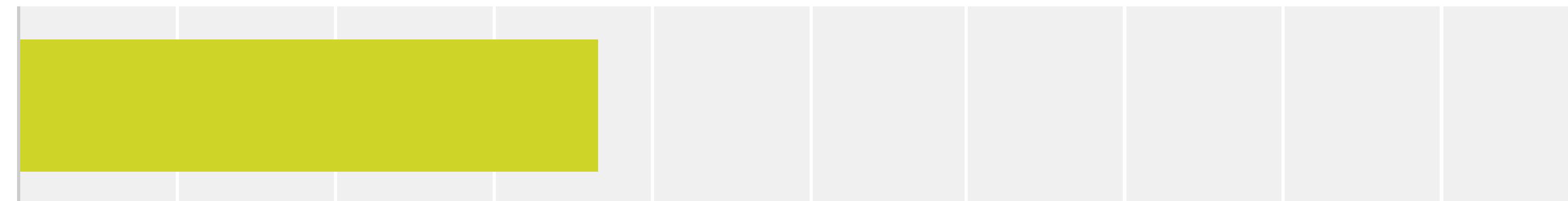


THE SECURITY TEAM – WHAT DO YOU WANT TO DO?

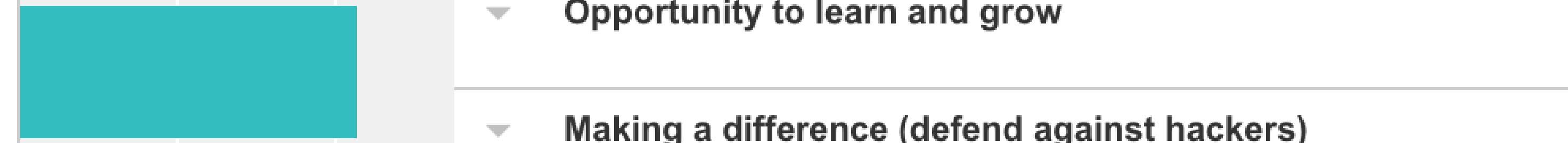


THE SECURITY TEAM – WHAT IS IMPORTANT TO YOU?

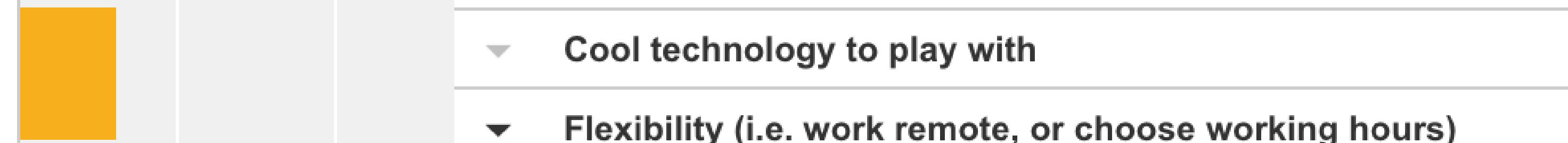
Opportunity to learn and grow



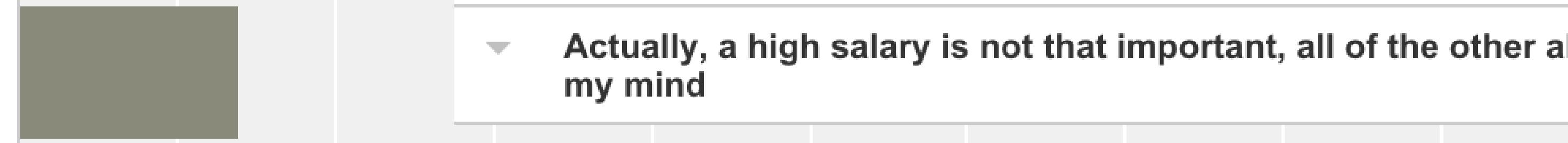
Making a difference...



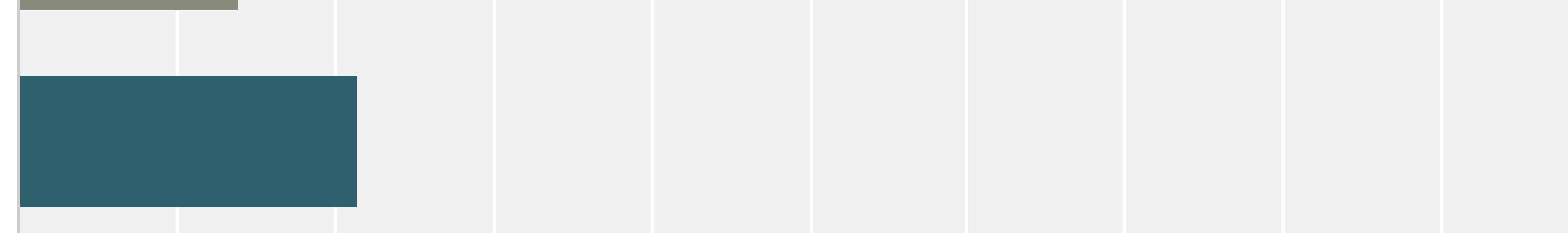
Cool technology t...



Flexibility (i.e. work...

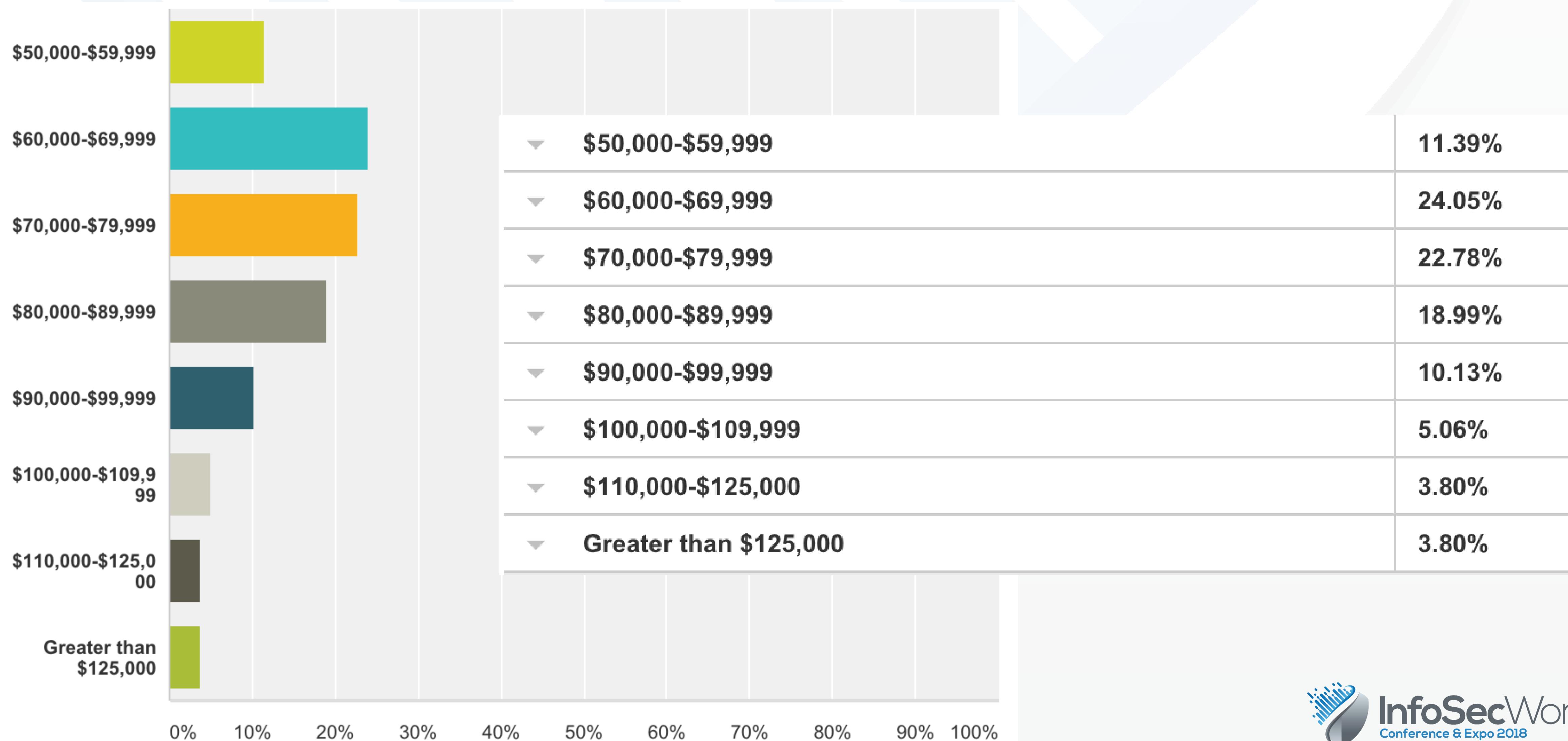


Actually, a high salary ...

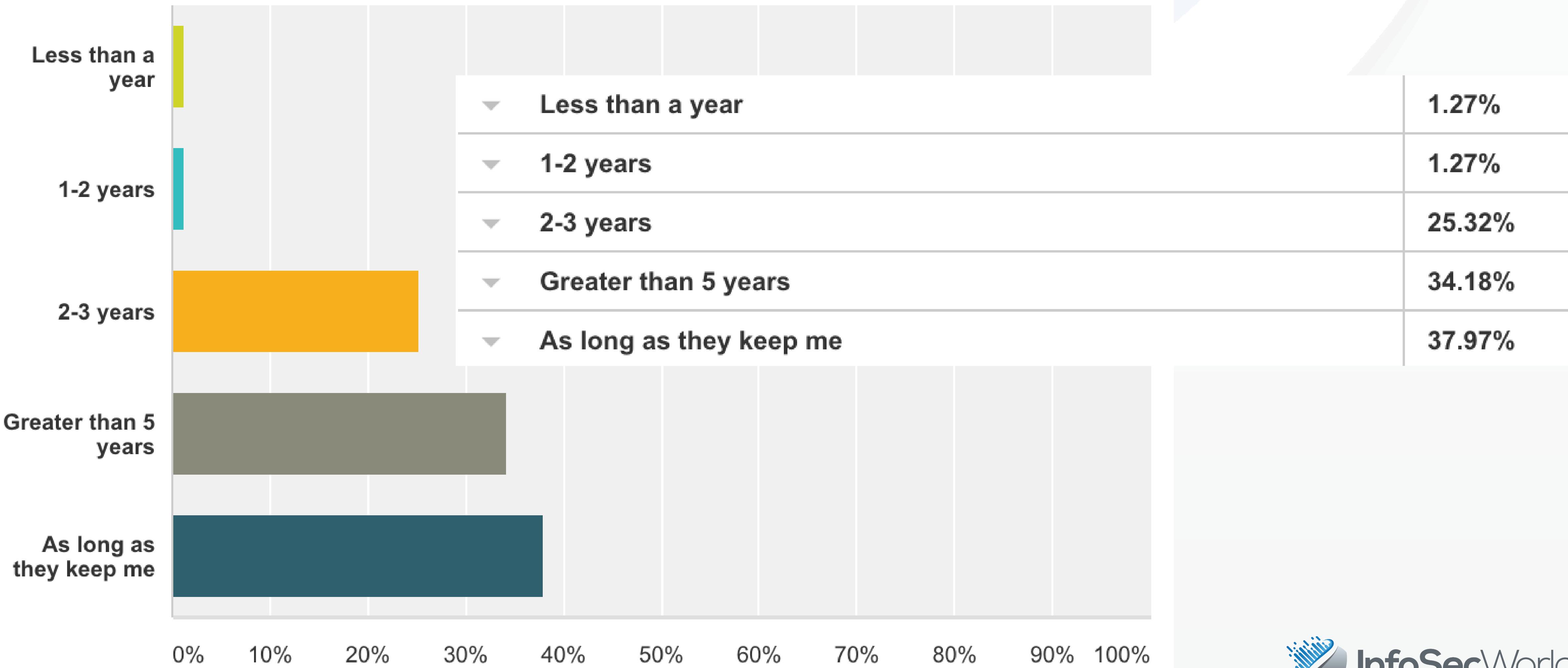


0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

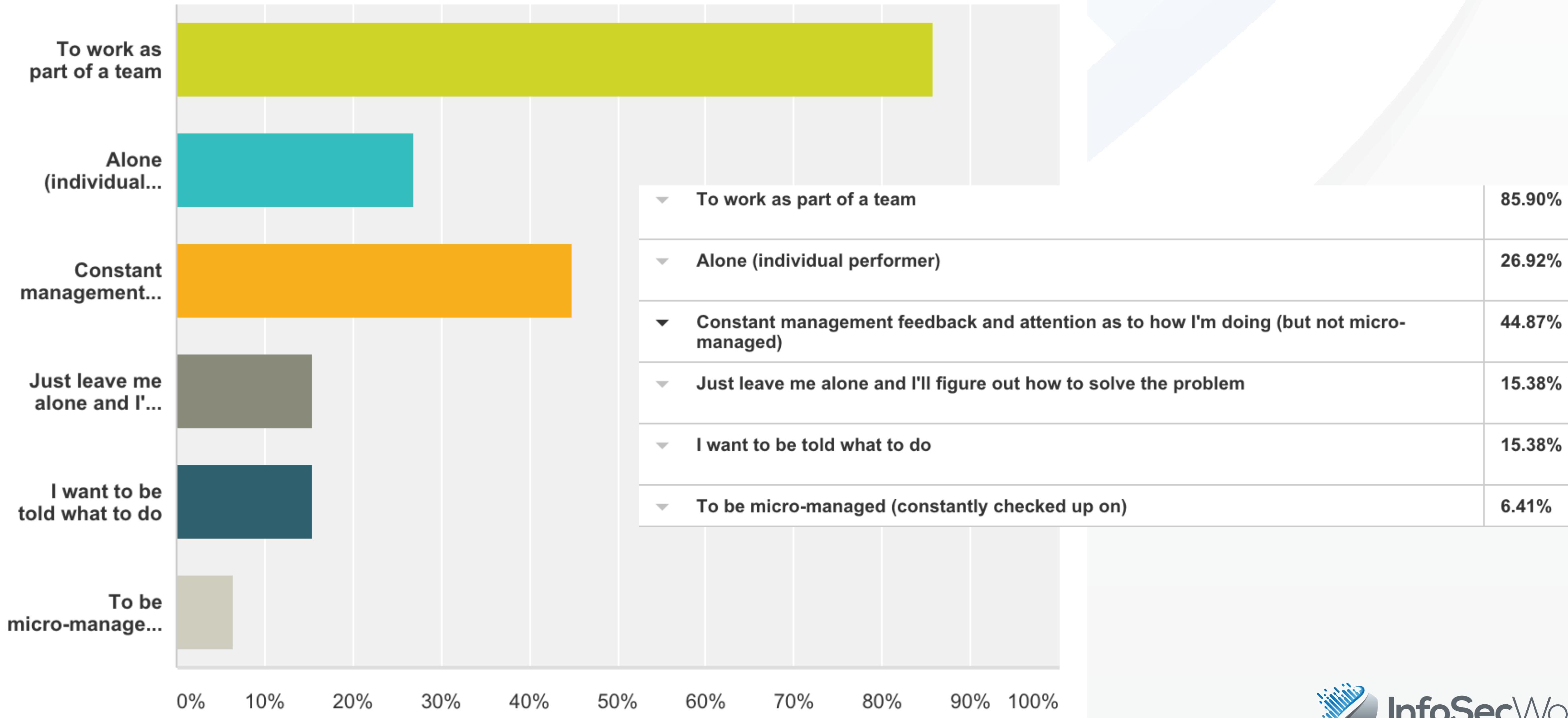
THE SECURITY TEAM – SALARY EXPECTATIONS?



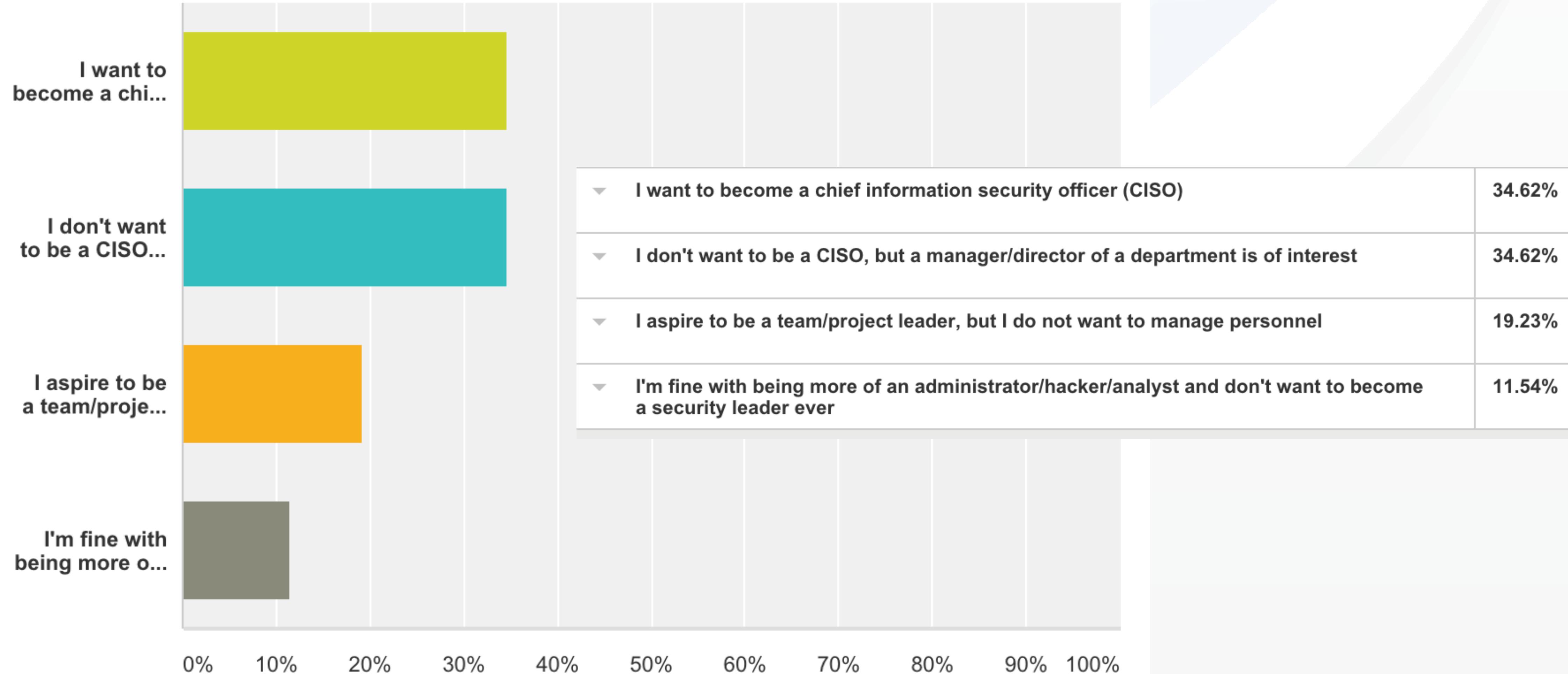
THE SECURITY TEAM – TENURE EXPECTATIONS



THE SECURITY TEAM – MANAGEMENT PREFERENCE



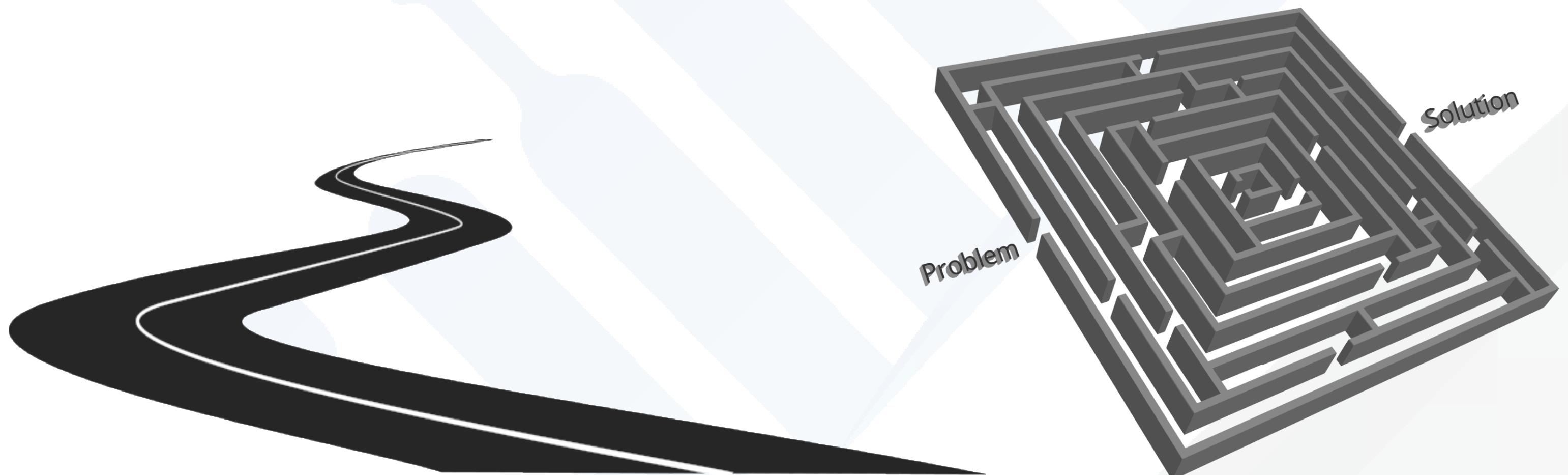
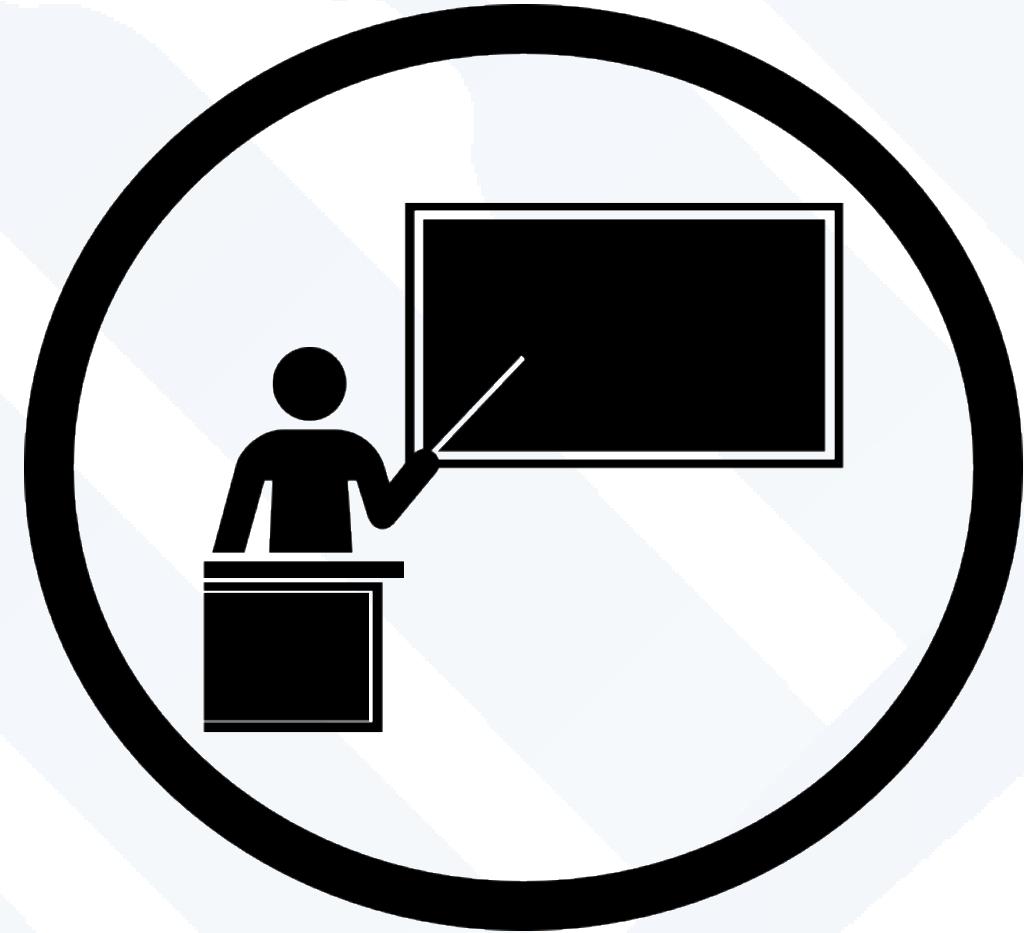
THE SECURITY TEAM – CAREER PATH



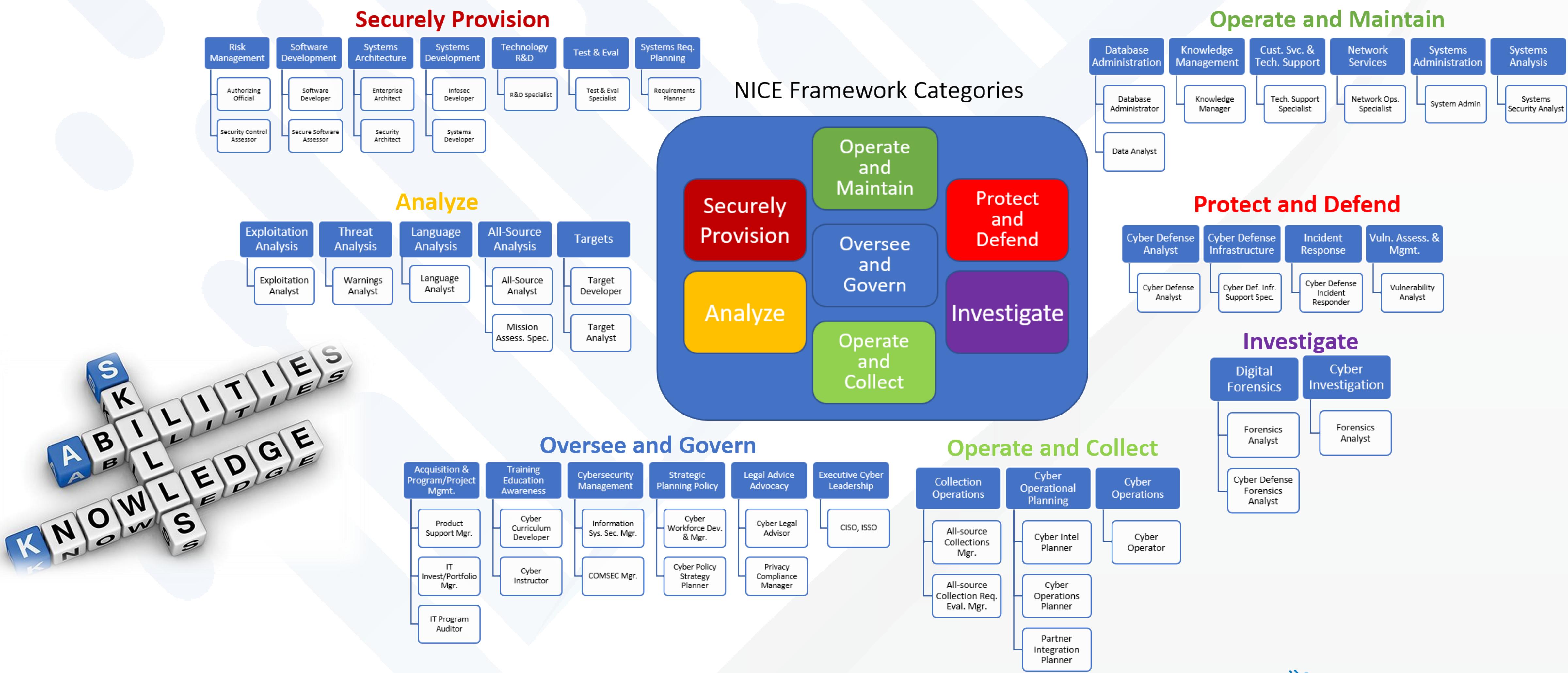
THE SECURITY TEAM – WHY THEY LEAVE & PREVENTION



LOW TO NO-COST RETENTION OPTIONS



RESOURCES – NICE CYBERSECURITY WORKFORCE FRAMEWORK

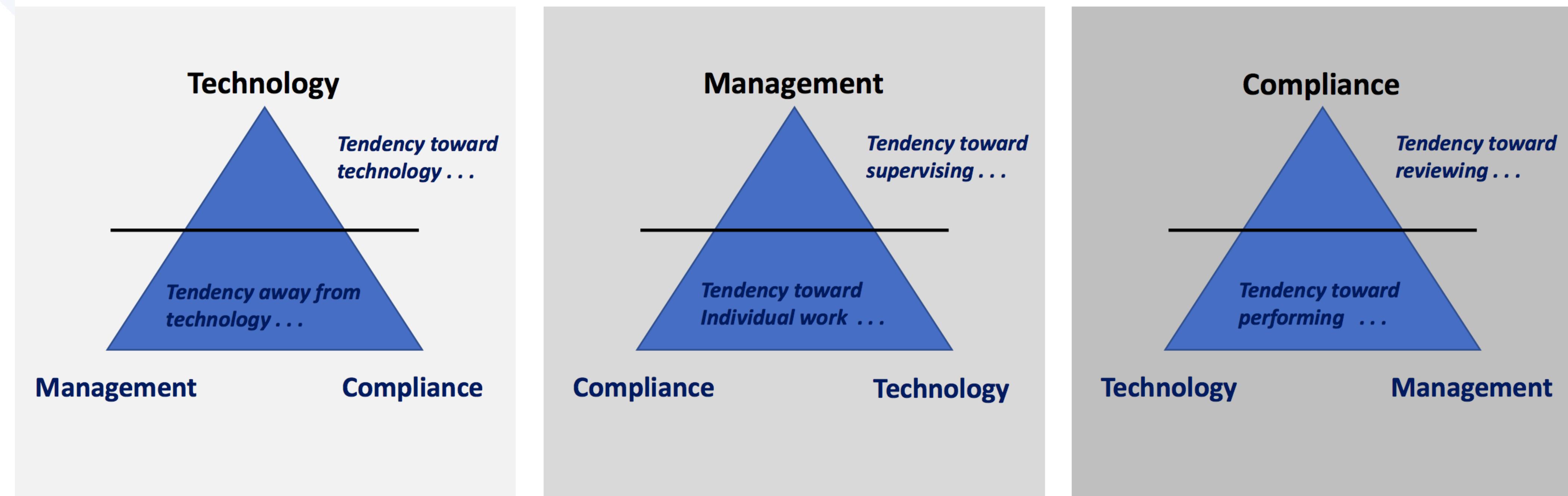


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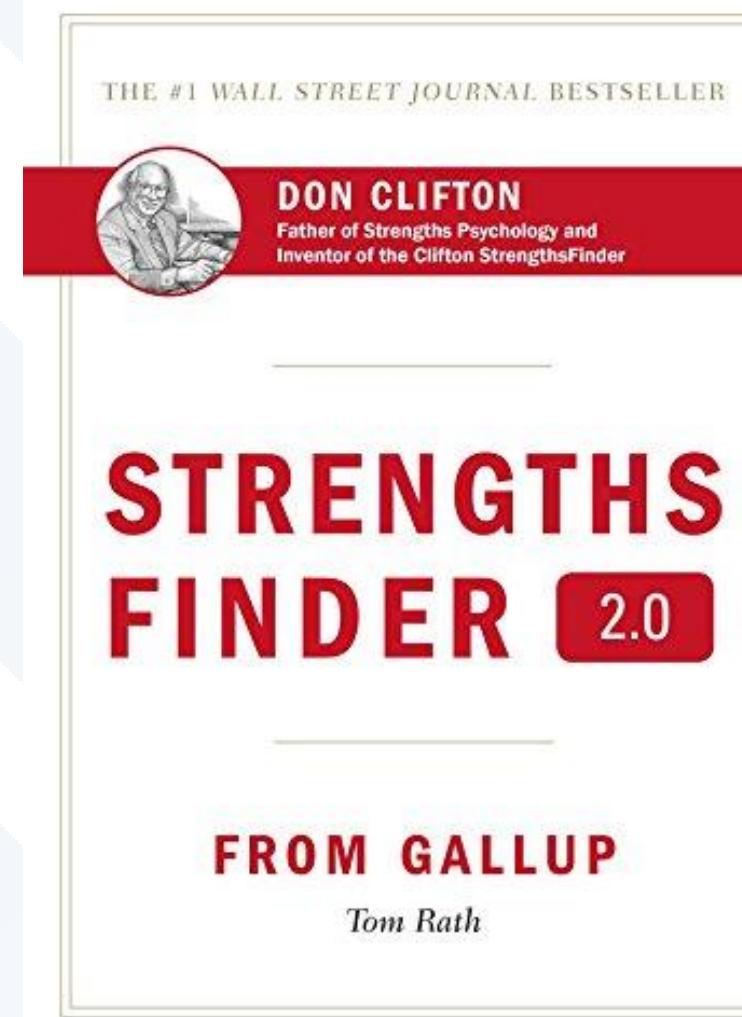
RESOURCES – CYBER TENDENCIES

Underlying Cyber Security Skills Tendency Model



RESOURCES – STRENGTHS FINDER AND DISC

- If a manager primarily focuses on an employee's strengths, the likelihood that employee will be actively disengaged is 1%.
- If a manager primarily focuses on an employee's weaknesses, the likelihood that employee will be actively disengaged is 22%.
- People who use their strengths every day are six times more likely to be engaged on the job.
- Teams that focus on strengths every day have 12.5% greater productivity.
- Among employees who received strengths feedback, turnover rates were 14.9% lower than for those who did not



Dominance

Person places emphasis on accomplishing results, the bottom line, confidence

Behaviors

- Sees the big picture
- Can be blunt
- Accepts challenges
- Gets straight to the point

[Learn more](#)



Influence

Person places emphasis on influencing or persuading others, openness, relationships

Behaviors

- Shows enthusiasm
- Is optimistic
- Likes to collaborate
- Dislikes being ignored

[Learn more](#)



Steadiness

Person places emphasis on cooperation, sincerity, dependability

Behaviors

- Doesn't like to be rushed
- Calm manner
- Calm approach
- Supportive actions
- Humility

[Learn more](#)



Conscientiousness

Person places emphasis on quality and accuracy, expertise, competency

Behaviors

- Enjoys independence
- Objective reasoning
- Wants the details
- Fears being wrong

[Learn more](#)

TAKEAWAYS

- Become a person people want to work with (not for)
- Culture keeps people, money is short-lived
- Let them build solutions to solve problems and give them a voice to be heard
- Enlist security ambassadors
- Look past the resume and into the person – who are they and what makes them tick
- One bad apple spoils the bunch – weed out toxic people quickly to protect the culture and team health



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**THANK YOU
PLEASE FILL OUT YOUR EVALUATIONS!**

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