The Secret to Security Leadership

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Why is Security Leadership Needed?

- Organizations have changed significantly *and continue to change*

- The world has changed *and continues to change*

Situation: The *general practice* of security has changed so little in the previous decades that it is now *dangerously inadequate* for today's business circumstances.

What Security Leadership is Not

- **Style** (especially not boldness or lecturing)
- **Position** (you have to lead from where you are)
- **Personality** (you need to just be you)
- **Authority** (you can't boss the entire organization)
- **Lofty Vision Spouting** (who would believe it?)
- **Living Outside Your Comfort Zone**
  (a sure path to quickly burning out)

Typical Leadership "Stuff"

Management is doing things right;

Leadership is doing the right things.

Peter F. Drucker

The Father of Modern Management

Do these kind of sayings really help you?

Leadership Challenges

- **Low Status**
  (between cleaners and facility maintenance)

- **Management Doesn't Understand Security**
  (guards, gates and guns thinking at best; low sponsorship)

- **Necessary Layer of Cost and Inconvenience**
  ("we'd like to get rid of it but we can't")

Leadership Opportunities

- **Low Status**
  (nowhere to go but up)

- **Management Doesn't Understand Security**
  (hard to disappoint when expectations are so low)

- **Necessary Layer of Cost and Inconvenience**
  (mistakes are not likely to get you fired)

Security Industry vs. Profession

Security Industry

- Manufacturers and service providers, whose purpose is to provide products and services that help security professionals accomplish the job of protecting the assets in their charge.

Security Profession

- Security executives, managers, supervisors and their staff—the people charged with the protection of assets against security risks.

- The job of security professionals is to reduce security risks to acceptable levels at an acceptable cost. Members of the security profession are referred to both as security professionals and security practitioners.

More at: http://www.thesecurityminute.com/security-industry-vs-security-profession

Good Insight: Managing vs. Leading

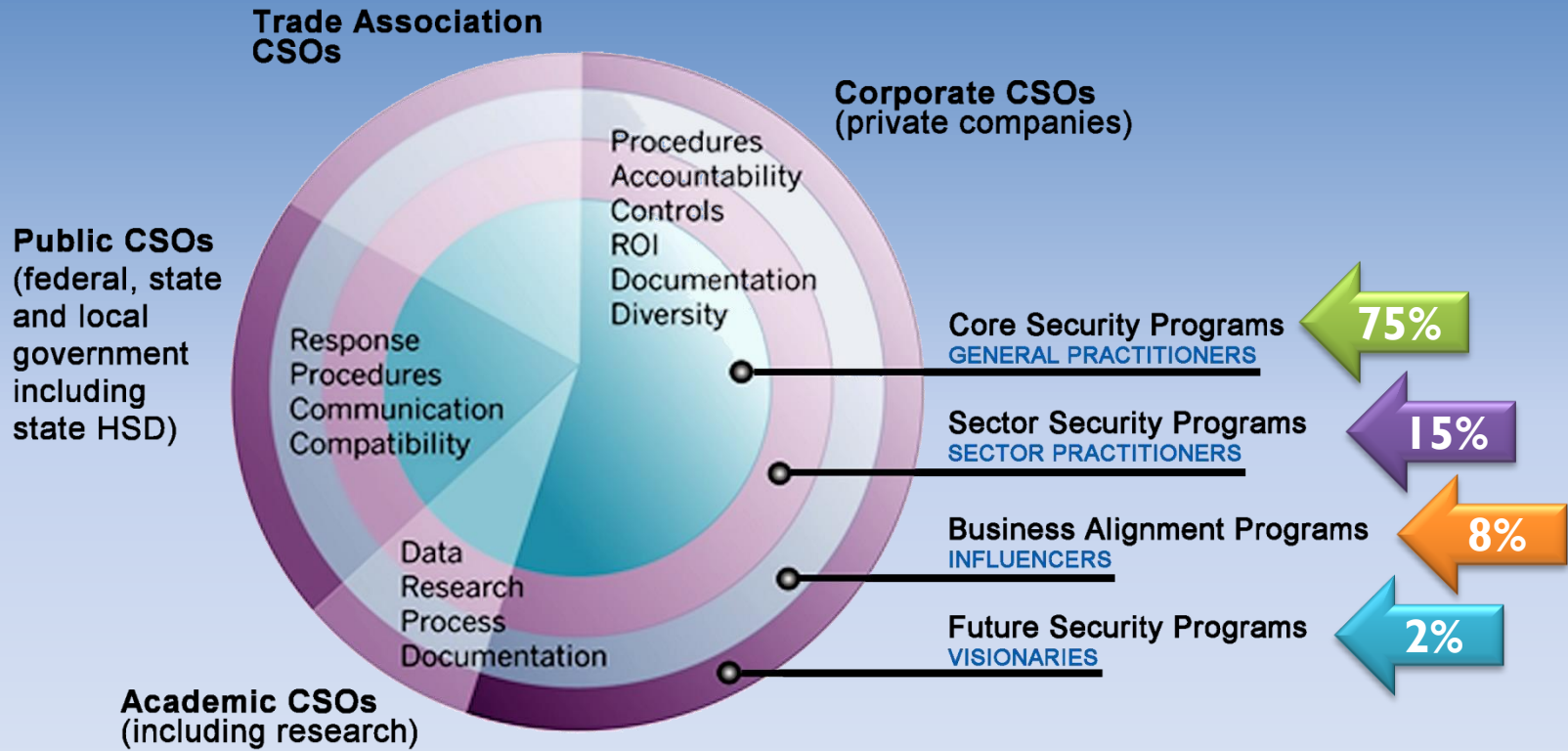| Perspective	Managing	Leading
Organizational Value	Counting Value	Creating Value
Use of Position	Creating Circles of POWER	Creating Circles of INFLUENCE
Personal Orientation	Accumulate Power & Control over others	Influence, Inspire, and Enable others

Consider where these two paths lead you . . .

VINEET NAYAR – vice chairman of HCL Technologies
Blogging for Harvard Business Review:
http://blogs.hbr.org/2013/08/tests-of-a-leadership-transiti/

Security Profession Profile

Security Leadership Solutions Executive Council

Trade Association CSOs

Corporate CSOs (private companies)

Public CSOs (federal, state and local government including state HSD)

Academic CSOs (including research)

Procedures
Accountability
Controls
ROI
Documentation
Diversity

Response
Procedures
Communication
Compatibility

Data
Research
Process
Documentation

Core Security Programs
GENERAL PRACTITIONERS — **75%**

Sector Security Programs
SECTOR PRACTITIONERS — **15%**

Business Alignment Programs
INFLUENCERS — **8%**

Future Security Programs
VISIONARIES — **2%**

Security's Mission

➢ Reduce security risks to acceptable levels at an acceptable cost, in a manner harmonious to the business.

➢ What are the security risks?

- Mission of the business
- Scope of your job

Security Risk

Security Risk is a subset of Operational Risk.

Operational Risk is <mark>the risk of loss or harm resulting from</mark> inadequate or failed business processes, failures of systems or technology, <mark>human error or deliberate action</mark>, management failure, <mark>or from external events</mark>. It excludes strategic, market or credit risk activities.

Security Risk is the risk of loss resulting from <u>accidental, hostile or environmental threats</u> against the critical assets of an organization – its people, material assets, systems, information and critical business processes.

Impacts of Unmanaged Risk

Situation: Business owners have been hurt too much.

- Legislation, Compliance Programs

- Corporate Officers and Boards made accountable

- Owners and officers desire more transparency

- Boards have become more active in oversight

Management: Military vs. Entrepreneurial

Contrast:

- GM vs. Toyota

- Ma Bell vs. iPhone, Skype and Vonage

- Traditional security vs. modern security

Business Changes: Speed and Scale

The speed and scale of business has changed to match the speed and scale of communications and information sharing.

- Global communications & delivery infrastructure
- Global knowledge sharing
- *The World is Flat*
- "Just in Time" production and delivery
- Custom volume manufacturing (Dell)
- Custom one-off ordering

Traditional Style Security

Why does old-style security persist?

- Literally everyone has been educated into old-style security
- Security has been siloed
- Thus businesses have changed, security hasn't – especially in terms of the value that security provides to the business

Who is going to fix Management's picture of Security?

Who is going to change Security to match that picture?

Who is Going to Change Security?

Companies have only two places to look for security leadership at your level:
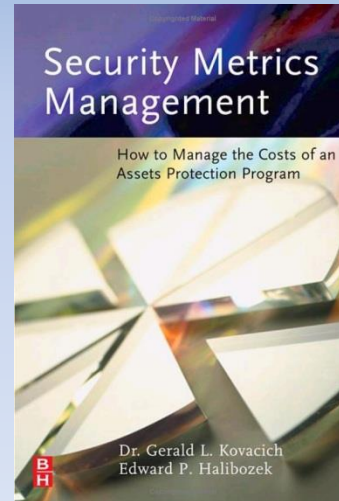
- You

- Your replacement

The Business is the Context of Your Success

Security professionals who understand the corporate and global environment have a better chance of personal and professional success than those who do not.

–Dr. Gerald L. Kovacich
–Edward P. Halibozek

Security Metrics Management
Page 14

How Can You Improve Security?

- **Think like an entrepreneur**
  - Who are your customers (security stakeholders)?
  - How can you provide them with outstanding value and service?

- **Manage like a business person**
  - How are the leading business units managed in your company?

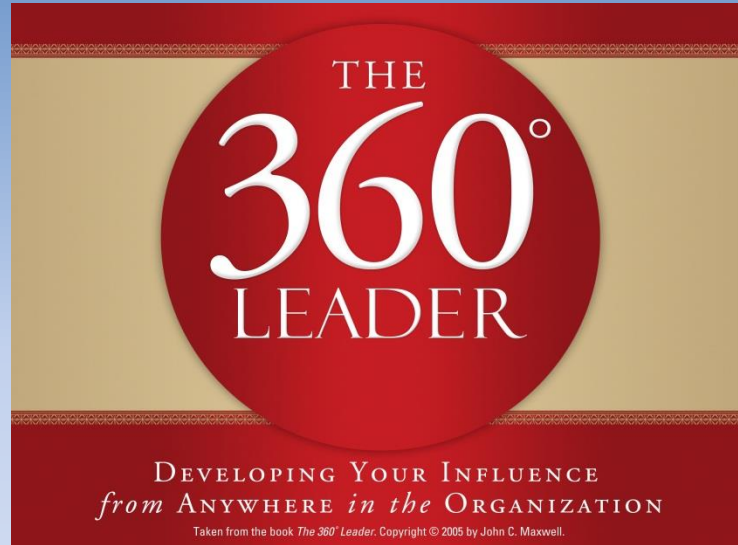- ***Lead your security stakeholders***

Roadblocks to Leading

These false requirements keep good and capable people from aspiring to leadership:

- Having to understand traditional leadership
- Having to get in a position of leadership
- Having to possess high leadership skills
- Having to develop a "leadership style"

As well as not wanting to be a poor or mediocre leader.

The Essence of Leadership

THE
360°
LEADER

DEVELOPING YOUR INFLUENCE
from ANYWHERE *in the* ORGANIZATION

Taken from the book *The 360° Leader.* Copyright © 2005 by John C. Maxwell.

- **Leadership is influence**

Becoming a 360° Leader is within the reach of anyone who possesses average or better leadership skills and is willing to work at it.

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As a 360° Leader, You Face Many Challenges

Did you know that the things that frustrate you also frustrate nearly every other middle leader?

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The Principles 360° Leaders Practice to Lead Up

You can greatly increase the odds of success if you support your leader, add value to the organization, and distinguish yourself from the rest of the pack.

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The 360° Leader

When Leading Up . . .

- Lead Yourself Exceptionally Well

- Lighten Your Leader's Load

- Be Willing to Do What Others Won't

- Be Prepared Every Time You Take
Your Leader's Time

Taken from the book *The 360° Leader*. Copyright © 2005 by John C. Maxwell.

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The 360° Leader

When Leading Up . . .

- Know When to Push and When to Back Off

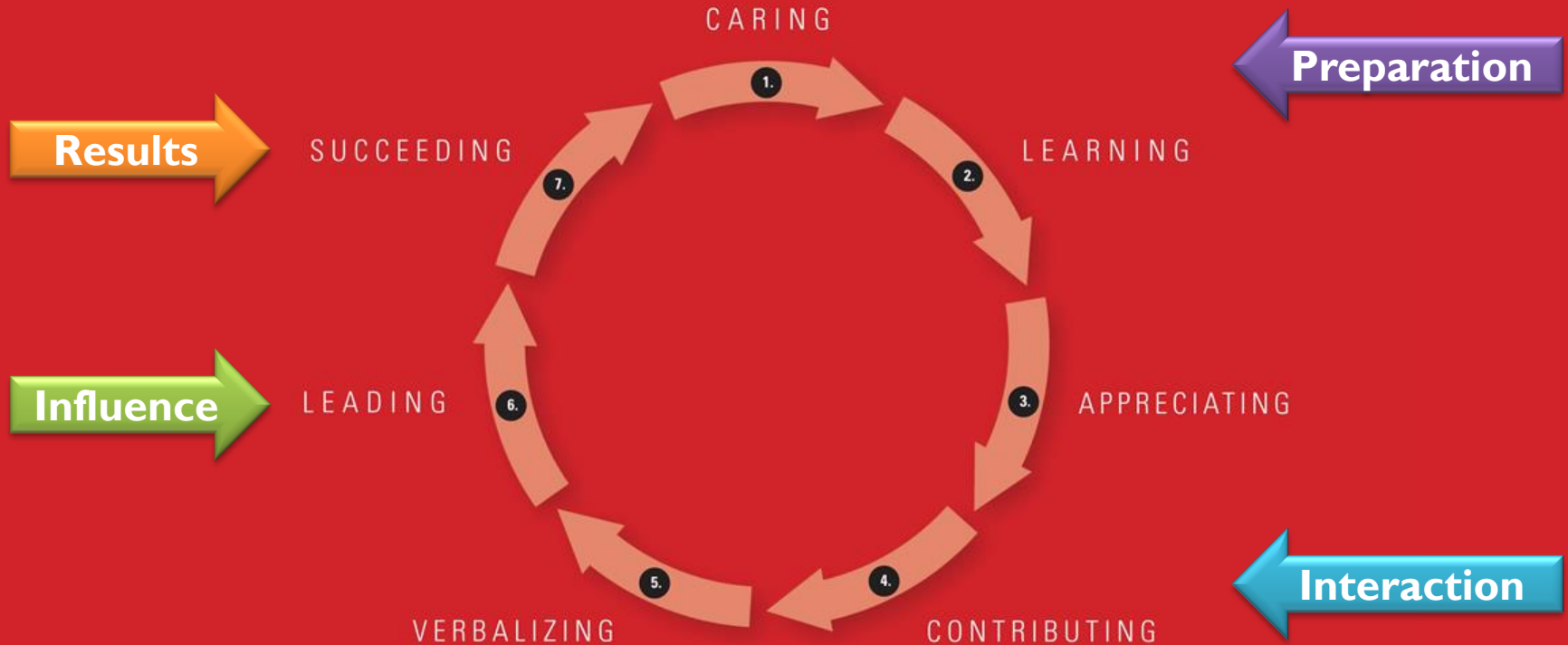- Become a Go-To Player

- Be Better Tomorrow Than You Are Today

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The Principles 360° Leaders Practice to Lead Across

A leader who can lead only followers is limited. To make it to the next level, a leader must be able to lead other leaders—not just those below them, but also those above and alongside them.

Taken from the book *The 360° Leader.* Copyright © 2005 by John C. Maxwell.

When Leading Across, Complete the Leadership Loop

CARING

Preparation

1.

Results

SUCCEEDING

7.

LEARNING

2.

Influence

LEADING

6.

APPRECIATING

3.

Interaction

VERBALIZING

5.

4.

CONTRIBUTING

![The 360° Leader]

When Leading Across . . .

- Put Completing Fellow Leaders Ahead of Competing with Them

- Be a Friend

- Avoid Office Politics

The 360° Leader

When Leading Across . . .

- Expand Your Circle of Acquaintances

- Let the Best Idea Win

- Don't Pretend You're Perfect

The Principles 360° Leaders Practice to Lead Down

360° Leaders lead through influence, not position, power, or leverage. When you lead down, you're doing more than just getting people to do what you want.

The 360° Leader

When Leading Down . . .

- Develop Each Team Member As a Person

- Place People in Their Strength Zones

- Model the Behavior You Desire

- Transfer the Vision

- Reward for Results

Taken from the book *The 360° Leader*. Copyright © 2005 by John C. Maxwell.

The Value of 360° Leaders

Becoming a 360° Leader isn't easy, but it is worth every bit of the effort. By becoming a better leader, you add tremendous value to your organization.
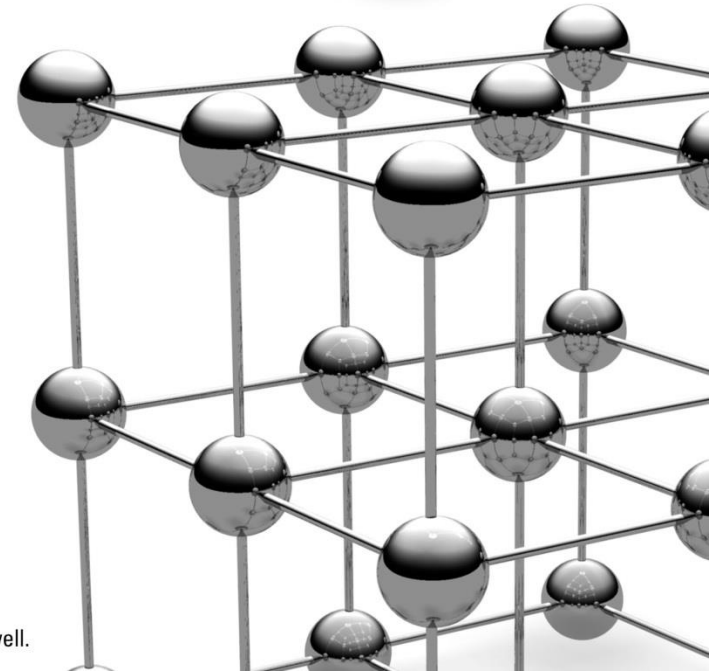
You Don't Have to Lead Alone

Allies

Sponsors

Stakeholders

Councils

The 360° Leader Remembers . . .

- A Leadership Team Is More Effective Than Just One Leader

- Leaders Are Needed at Every Level of the Organization

- Leading Successfully at One Level Is a Qualifier for Leading at the Next Level

Taken from the book *The 360° Leader*. Copyright © 2005 by John C. Maxwell.

The Future Gets Easier

The 360° Leader Remembers . . .

- Good Leaders in the Middle Make Better Leaders at the Top

- 360° Leaders Possess Qualities Every Organization Needs

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There is no better way to increase your influence and improve your chances of doing something significant than to become a 360° Leader.

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You Can Do It!

Set Your Own Agenda

Advance at Your Own Pace

Align with the Business to Smooth Your Way

Lead by Gently Influencing

Becoming a 360º Leader is within the reach of anyone who possesses average or better leadership skills and is willing to work at it.
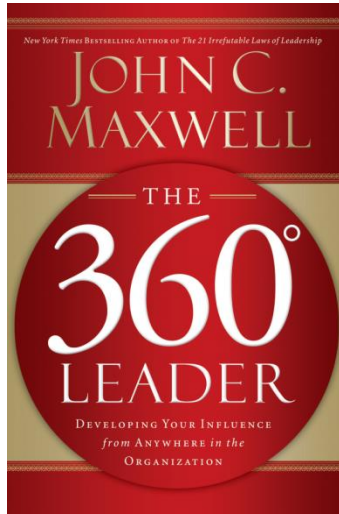
No matter what title or position you have . . .

No matter who you work with . . .

No matter what challenges you face . . .

You can lead **NOW** from right where you are.
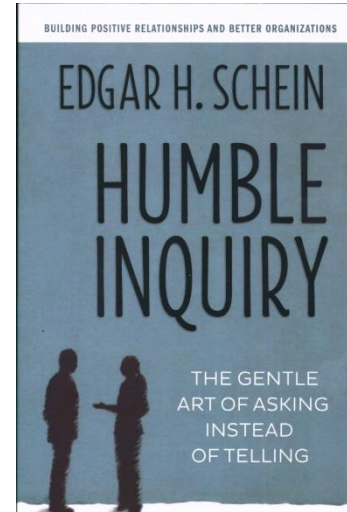
360° Leader Guidance

The 360 Degree Leader: *Developing Your Influence from Anywhere in the Organization*

About $12 in Print or $11 in Kindle Edition

http://bit.ly/360-degree-leader-book-on-amazon

Includes a free online leadership test!

Humble Inquiry:
The Gentle Art of Asking Instead of Telling

About $11 in Print or $9 in Kindle Edition

http://bit.ly/humble-inquiry-on-amazon-bookstore

Learn about how Humble Inquiry can work for you: http://bit.ly/humble-inquiry-on-Youtube

Additional 360˚ Leader Guidance

Rate Your Security Program

5 Ways to Rate Your Security Program

www.go-rbcs.com/rate-your-security-program

RBCS
Ray Bernard
Consulting Services

The Five Secret Weapons
for Funding Security Initiatives

Winning strategies and tactics
By Ray Bernard, PSP, CHS-III

VIDEO ONE
The First Two Secret Weapons

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30-Minutes of Proven Success Insights

www.go-rbcs.com/the-five-secret-weapons

Questions?

I will be happy to answer any questions you may have about any topic in this set of slides.

Just call or send me an email note.

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Additional Websites

The Security Minute
www.TheSecurityMinute.com

Best Practices for IP-Based Security Systems
www.BpforIP.com