RSACONFERENCE**2014**

FEBRUARY 24 – 28 | MOSCONE CENTER | SAN FRANCISCO

Share.
Learn.
Secure.

Capitalizing on
Collective Intelligence

Be A DREAMR: Obtain Business Partnership, not just buy-in

SESSION ID: PROF-M07A

Jessica Hebenstreit

Manager – Information Security Operations
and Engineering
Athene USA
@secitup

Ben Meader

Senior IT Information Security Analyst
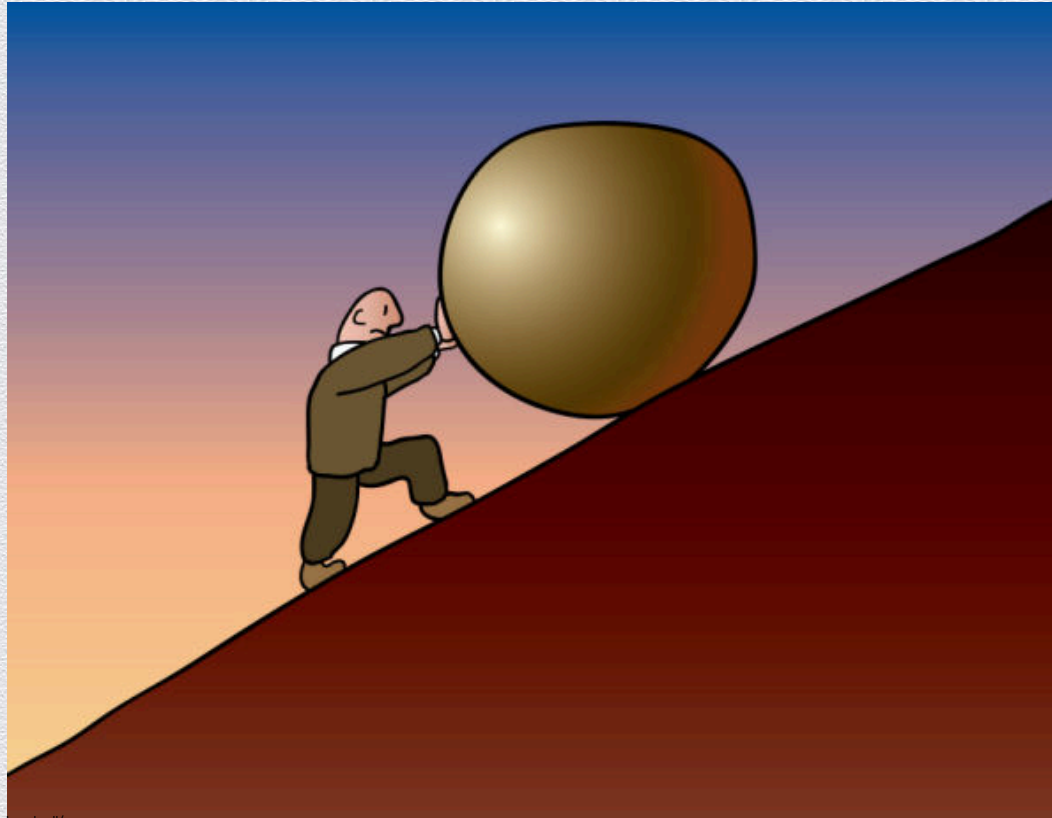Principal Financial Group
@blmeader

Ever Feel Like This?

How We Got Here

- Traditional Methods of the past to get business buy-in aren't working
  - FUD
  - Mandate
  - Begging/Pleading
- Leads to cynicism
- As an industry we've started to recognize something has to change
  - Time to solve it; rather than just complain
- DREAMR

DREAMR Overview

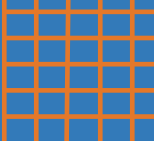- **Determine Culture** – Understand your organization
- **Reach Out** – Networking
- **Educate** – Yourself and the influencers
- **Accommodate** – Striking a balance
- **Measure** – Metrics
- **Recognize** – Reward the behaviors you want to continue.

DREAMR – Determine Culture

Charles Handy's Organizational Cultures

	Power	Task	Person	Role
Where the decision making occurs	Small group at the center	Power and Influence based on expertise	Consensus	Apex, Top Down
Clues	Power given to individuals (who you know, not what)	Close liaison between departments, functions and specialties	Reject formal hierarchies, "get things done", Exist to meet the needs of their members	Authority dictated by job description, Authority comes from position not personal power
Example Industries	Family Owned, Early Startups	Most med/lg pro services, acct, law, and consulting firms	Pro Partnerships, Small law or accting firms, non-profits	Gov't Depts, Public sector, Large ins. cos and banks

DREAMR – Reach Out

Culture Identified, Now Who?

- ◆ Mover/Shaker
- ◆ Expert
- ◆ Manager/Coach
- ◆ The Boss

- ◆ Finding the right person starts the process of *partnering* with the business and past just buy-in

RSACONFERENCE2014

DREAMR – Reach Out

Culture				
Influencers		**Person**	**Task**	**Role**	**Power**
	Mover/Shaker	✓			
	Expert		✓		
	Manager/Coach			✓	
	The Boss				✓

What if I can't get there? – Find a Mover/Shaker to bridge the gap.

It's all about networking!

DREAMR - Educate

- Learn from the Business about the business

  - Ask questions

  - Understand history

  - Understand the business process you will be affecting

  - Understand the fears or hesitations the business has

- Educate the Influencers

  - Relate to them personally (protecting home system, teenagers, etc)

  - Sell them on why it's important – Plant the seeds

  - You're informally expanding the security team!

DREAMR - Accommodate

- ◆ Balance
  - ◆ Keep the big picture in mind
- ◆ Risk can be dealt with in multiple ways
  - ◆ Your job is to adequately explain it
  - ◆ Acceptance can be a valid response to risk
- ◆ Foot in the door approach
  - ◆ Highlight Quick Wins

This helps solidify the partnership

DREAMR - Measure

- Work not done – demonstrate effectiveness

- Measure what is important.

- Do it consistently, trending matters
  - DBIR, benchmarking, etc

- Communicate back to business in a way that resonates

#RSAC

RSA CONFERENCE 2014

DREAMR - Recognize

- Psychology 101

- Recognize those that helped

- Enforces positive relationship to ensure continued partnering in the future

DREAMR in Action

- **Let's talk about Patching**
    - Business not bought in
    - Impacting productivity and business processes
    - Poor compliance
    - Lengthy and time consuming – wheels spinning.
    - Consistency lacking

DREAMR in Action

- **D** – Task Culture

- **R** – Reached out to Expert in Business Unit

- **E** – Educated about why Patching important, release cycles, walked through "what could happen" scenarios. Listened to how we impact them

- **A** – Tailored communication to business unit, timing accommodations

- **M** – Monthly reporting on malware infection, patching compliance as wells as avg vuln per host to BU management/ providing BU specific information

- **R** – Recognized the contribution of the Expert in way that resonated with her

Thank You

Jessica Hebenstreit

- jessica@dehnert.us
- @secitup

Ben Meader

- blmeader@gmail.com
- @blmeader