SIA EDUCATION at ISC

Driving Operational Excellence: Building High-Performance Teams in the Security Industry

Dr. Domingo A. Castillo

In partnership with SIA EDUCATION at ISC

Built by RX In the business of building businesses

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The content of this presentation does not reflect the view of my current employer, the organizers, their affiliates, or any other associated parties. This presentation, which you are about to enjoy, is a compilation of my personal journey, which includes a lot of reading, researching, experience, and what has worked for me!

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A little information about me

- **Highlights**
  - Over 25+ years in Information Technology
  - 15+ years in Information Security
  - Chief Information Security Officer
  - Adjunct Professor
  - Subject matter expert: ***Dominglish***

- **Education and certifications**
  - Doctor of Business Administration (DBA)
  - Juris Master of Cybersecurity and Privacy (JM)
  - Master of Business Administration (MBA)
  - Master of Project Management (MPM)
  - Master of Public Administration (MPA)
  - Certifications: CISSP, PMP, and Security+

- **Recognitions and associations**
  - *CISOs Connect 2024 A100 Award Recipient*
  - *ISC2: 2018 Information Security Practitioner of the Year*
  - International Information System Security Certification Consortium (ISC2)
  - Cybersecurity Center of the Americas: Member advisory committee
  - ISACA: South Florida Chapter – Member of the executive committee

Presentation objectives

By the end of this presentation, participants will have a better understanding

- **Operational excellence**
  - Management system
  - Daily management
  - Policy deployment
- **High-performance team (*HPT*)**
  - Basic characteristics
  - Critical success factors
  - Main challenges
- **Frameworks used to build a high-performance team**
  - Operational excellent approach
  - Adopted frameworks
  - Transformational process

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Agenda

- Introduction
- Effectiveness factors
- Operational excellence
- High-performance team
- Management systems
- Transformational process
- Q&A


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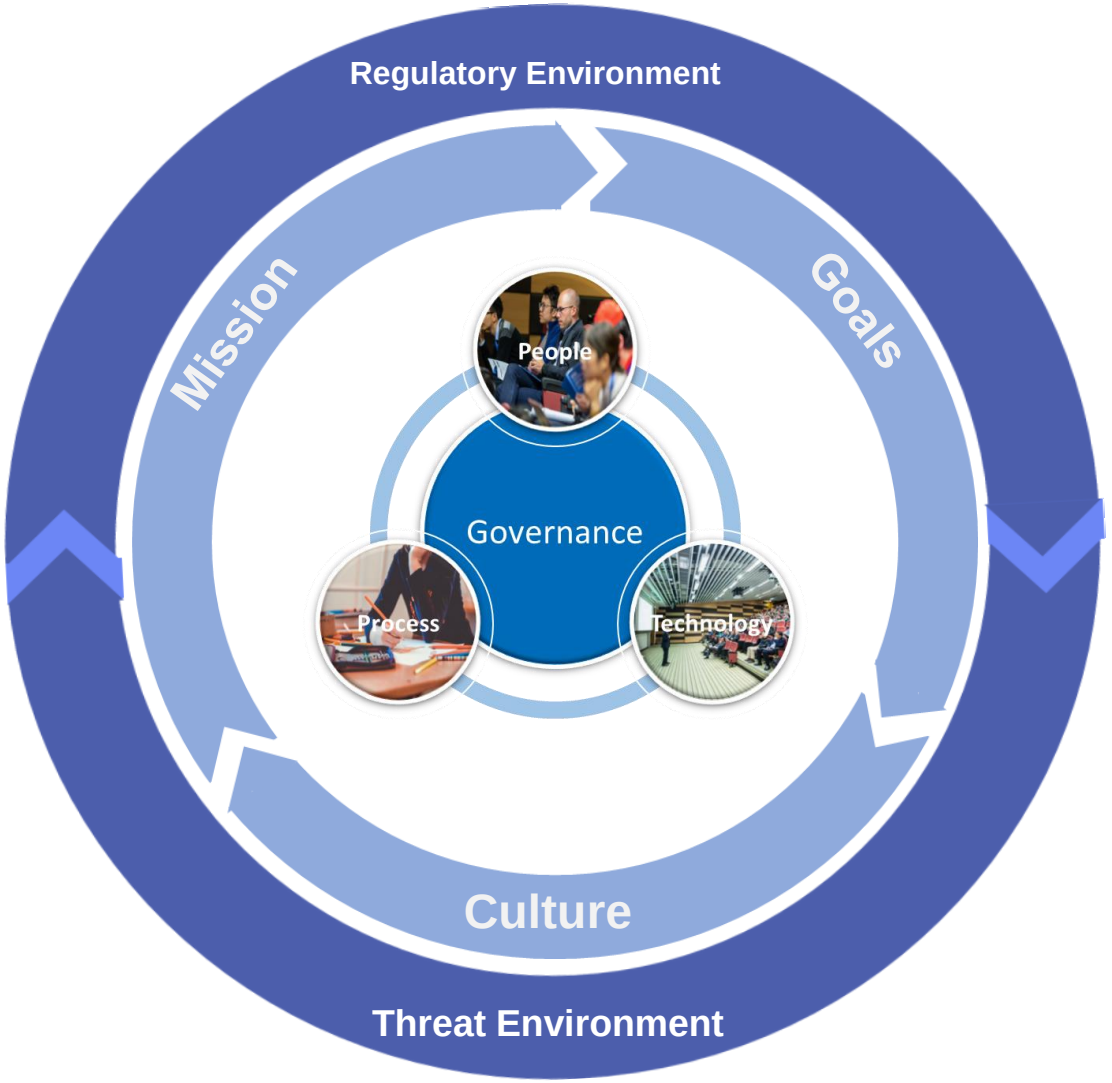
What prevents information security programs from being more effective…?



References:

- Praetorian Group (2022) The Elephant in the room: Why Security Programs Fail. https://www.praetorian.com/wp-content/uploads/2022/03/Praetorian-White-Paper-Why-Security-Programs-Fail.pdf
- Rivero, N. (2021) US government agencies are failing to meet even basic cybersecurity standards. Retrieved from https://qz.com/2042596/us-government-agencies-fail-to-meet-basic-cybersecurity-standards
- Sands, G. and Marquard, A. (2021). Systemic cybersecurity failures persist across federal agencies, Senate report finds. CNN. Retrieved from: Systemic cybersecurity failures persist across federal agencies, Senate report finds | CNN Politics
- SecureWord News Team (2019) D.C. Disaster: Cybersecurity Fails of the U.S. Government. Retrieved from https://www.secureworldexpo.com/industry-news/federal-government-cyber-security

Photos: https://www.pexels.com

What prevents information security programs from being more effective…?

- Continuous changes impacting information security programs
- Misalignment between business goals
- Lack of support for continuous improvements

References:
- Praetorian Group (2022) The Elephant in the room: Why Security Programs Fail. https://www.praetorian.com/wp-content/uploads/2022/03/Praetorian-White-Paper-Why-Security-Programs-Fail.pdf
- Rivero, N. (2021) US government agencies are failing to meet even basic cybersecurity standards. Retrieved from https://qz.com/2042596/us-government-agencies-fail-to-meet-basic-cybersecurity-standards
- Sands, G. and Marquard, A. (2021). Systemic cybersecurity failures persist across federal agencies, Senate report finds. CNN. Retrieved from: Systemic cybersecurity failures persist across federal agencies, Senate report finds | CNN Politics
- SecureWord News Team (2019) D.C. Disaster: Cybersecurity Fails of the U.S. Government. Retrieved from https://www.secureworldexpo.com/industry-news/federal-government-cyber-security

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Operational Excellence

"A state of readiness that is attained as the efforts throughout the organization reach a state of alignment for achieving its strategies; and where the corporate culture is committed to the continuous and deliberate improvement of company performance and the circumstances of those who work there – and is a precursor to becoming a high-performance organization."

Paris (2017), page 10

Photo: https://www.pexels.com

Reference:
Paris, J. (2017). *State of Readiness: operational excellence as a precursor to becoming a high-performance organization*. Greenleaf Book Group.

Operational Excellence

Daily Management

- Routine activities
- Work is done as intended
- Encourage accountability

Policy Deployment

- Business strategies and goals
- Implementation business plans
- Increase competitive advantage

Daily Management and Policy Deployment enhance execution and promote continuous improvements

References:

- Sachdev, A., & Agrawal, J. (2017). Application of Policy Deployment and Daily Management in the service sector. International Journal of Quality Innovation, 3(1), 1-17.
- Zairi, M. (1999). Managing excellence: policy and strategy. the TQM Magazine.
- Lee, R. G., & Dale, B. G. (1998). Policy deployment: an examination of the theory. International Journal of Quality & Reliability Management.

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- Lee, R. G., & Dale, B. G. (1998). Policy deployment: an examination of the theory. International Journal of Quality & Reliability Management.

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Our HPT Journey

Where do we want to be…?

A journey of a thousand miles begins with a single step…

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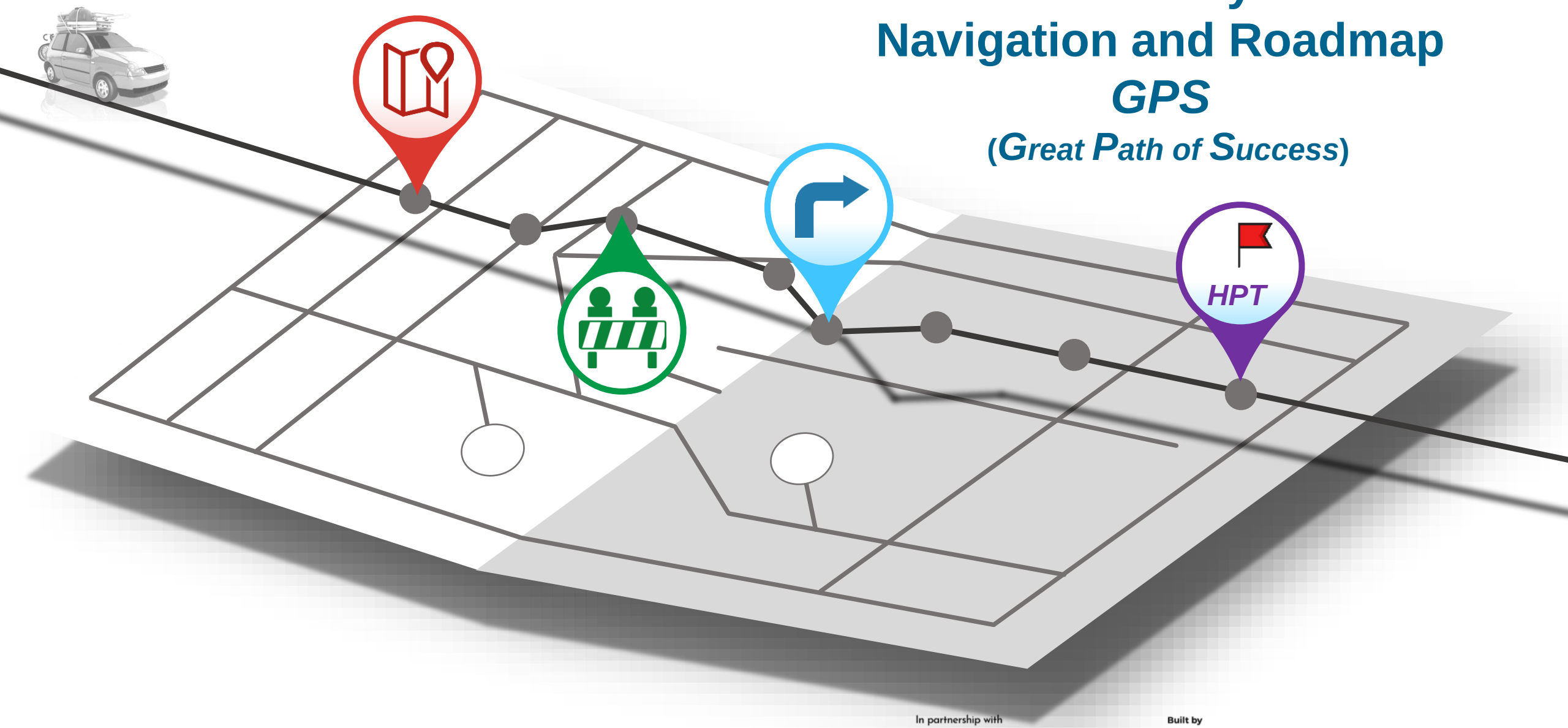
Journey
Navigation and Roadmap
GPS
(*Great Path of Success*)



High-Performance team (HPT)

- **A team that**
  - Works toward a common purpose
  - Highly focused on its objectives
  - Delivers superior results

- **Characteristics**
  - Can-do attitude
  - Level of interaction and involvement
  - Flexibility to adapt to shifting priorities
  - Constructive conflict resolution

Photo: https://www.pexels.com

High-performance teams show extraordinary commitment and passion

References:
- Nasim, K. (2018). Role of internal and external organizational factors in TQM implementation: a systematic literature review and theoretical framework. International Journal of Quality & Reliability Management.
- Shin, D., & Konrad, A. M. (2017). Causality between high-performance work systems and organizational performance. *Journal of management*, *43*(4), 973-997.
- Vargas, M. I. R. (2015). Determinant factors for small business to achieve innovation, high performance and competitiveness: organizational learning and leadership style. Procedia-Social and Behavioral Sciences, 169, 43-52.

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Critical success factors

- **Shared mission, vision, and values**
  - Common course of action
- **Clear priorities and goals**
  - Clarity of purpose
- **Strong foundation of trust**
  - Recognize one another's experiences
  - Effectively collaborate

Everyone understands both team and individual performance goals

References:

- Nasim, K. (2018). Role of internal and external organizational factors in TQM implementation: a systematic literature review and theoretical framework. International Journal of Quality & Reliability Management.
- Shin, D., & Konrad, A. M. (2017). Causality between high-performance work systems and organizational performance. *Journal of management*, *43*(4), 973-997.
- Vargas, M. I. R. (2015). Determinant factors for small business to achieve innovation, high performance and competitiveness: organizational learning and leadership style. Procedia-Social and Behavioral Sciences, 169, 43-52.

Main challenges and obstacles

- **Organizational factors**
  - Culture changes
  - Structure
  - Systems
- **Material resources**
  - Budget
  - Workspaces
  - Technology
- **Group dynamics**
  - Communication
  - Collaboration and cooperation
  - Conflict resolution
  - Trust

Photo: https://www.pexels.com

Group dynamics factors are crucial to facilitate and enable team success

References:
- Nasim, K. (2018). Role of internal and external organizational factors in TQM implementation: a systematic literature review and theoretical framework. International Journal of Quality & Reliability Management.
- Shin, D., & Konrad, A. M. (2017). Causality between high-performance work systems and organizational performance. *Journal of management*, *43*(4), 973-997.
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Photo: https://www.pexels.com

Management system

Management system provides a repeatable and sustainable method

References:
- Shaw, D., Holland, C., Kawalek, P., Snowdon, B., & Warboys, B. (2007). Elements of a business process management system: theory and practice. *Business Process Management Journal*, *13*(1), 91-107.
- Shook, J. (2015). *What is lean*. Lean Global Network. https://leanglobal.org/what-is-lean/#parentHorizontalTab2

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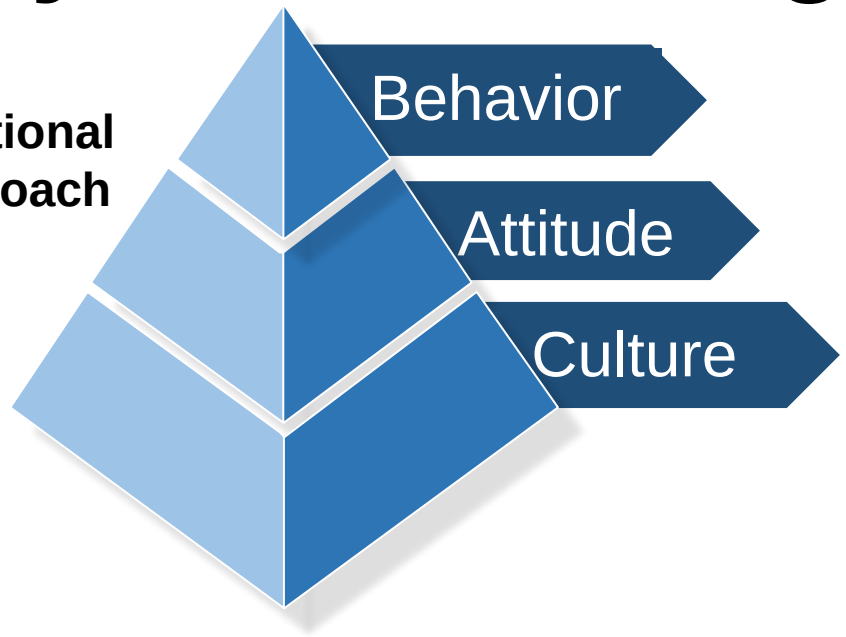
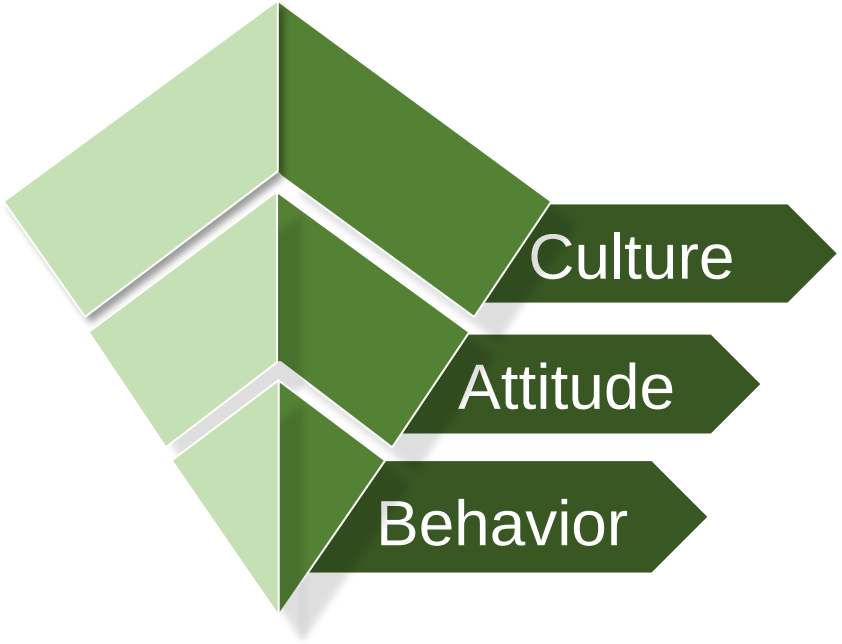
Why are we doing this?

Traditional Approach



Operational Excellence Approach



Adept

Implementation tangible improvements

Adopt

Adoption of new values and attitude

Adapt

Culture changes and adapts

Embracing a culture of execution driven by process improvements, team empowerment, and personal accountability

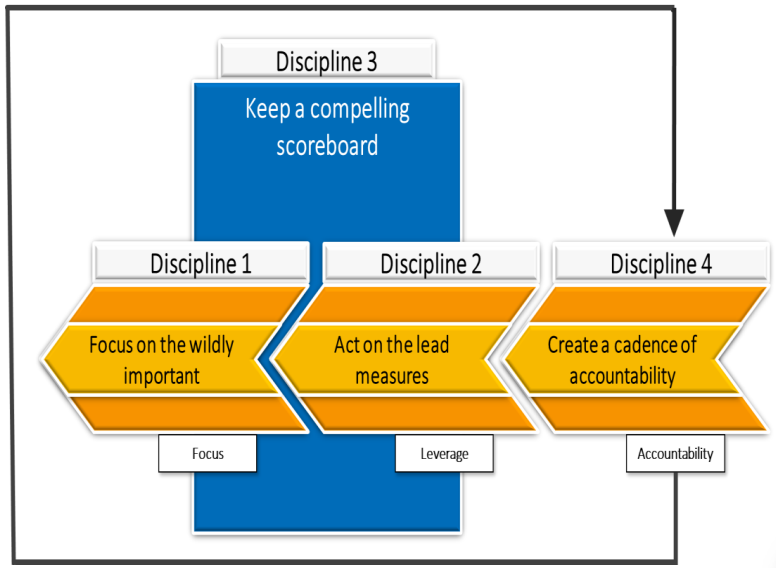
References:
- Bortolotti, T., Boscari, S., & Danese, P. (2015). Successful lean implementation: Organizational culture and soft lean practices. International Journal of Production Economics, 160, 182-201.
- Pons, J. F. (2017). *5 Key Ideas to Make Your Lean Implementation More Successful*. https://leanconstructionblog.com/5-Key-Ideas-For-Successful-Lean-Implementation.html
- Scherrer-Rathje, M., Boyle, T. A., & Deflorin, P. (2009). Lean, take two! Reflections from the second attempt at lean implementation. Business horizons, 52(1), 79-88.

Adopted management systems

Lean Management

Adopted from: Antony, J. (Ed.). (2020). Lean six sigma in higher education : A practical guide for continuous improvement professionals in higher education.

Four Disciplines of Execution (4DX)



Adopted from McChesney, Chris. (2021). The 4 Disciplines of Execution: Achieving Your Wildly Important. Second edition. Simon & Schuster, New York, NY

Five Dysfunction of a Team (5DoT)

Adopted from: Lencioni, P. (2012). The five dysfunctions of a team. Pfeiffer, a Wiley Imprint, San Francisco.

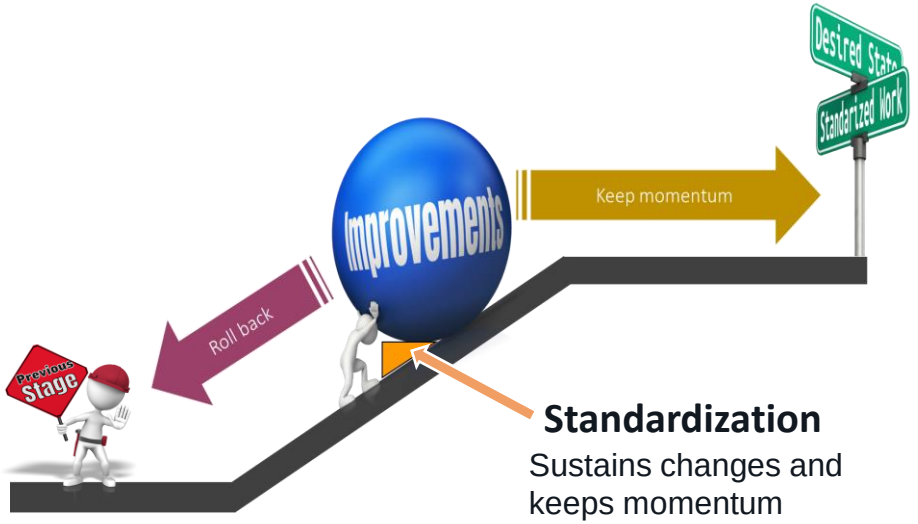
Each adopted management system provides a framework reference to support the delivery of results

References:

- Antony, J. (Ed.). (2020). *Lean six sigma in higher education : A practical guide for continuous improvement professionals in higher education.* Emerald Publishing Limited.
- Bell, S. C., & Orzen, M. A. (2010). Lean it : Enabling and sustaining your lean transformation. Productivity Press.
- *McChesney, Chris. (2021). The 4 Disciplines of Execution: Achieving Your Wildly Important. Second edition. Simon & Schuster, New York, NY*
- *Lencioni, P. (2012). The five dysfunctions of a team. Pfeiffer, a Wiley Imprint, San Francisco.*

Lean management elements

- **Standardized work**
  - Best way to perform a task
  - Followed until a better standard is discovered
  - Pathway to implement and sustain improvements
- **Visual metrics**
  - Expected vs. Actual
- **Problem solving**
  - PDCA & A3 Methods
- **Accountability dashboard**
  - Visual walls
- **Progress review meeting**
  - Daily, Weekly, Monthly (Departmental, Organizational Units)
  - Quarterly, Annually (Operational review)



Standardization
Sustains changes and keeps momentum
Prevents changes to roll back to previous stage

Lean Management framework used for ***Daily Management (DM) operations***

References:
- Doman, M. (2013, March 8). *A Beginner's Guide to Lean: Standardized Work — The Linchpin of Lean | Association for Manufacturing Excellence.*. www.ame.org https://www.ame.org/target/articles/2013/beginners-guide-lean-standardized-work-%E2%80%94-linchpin-lean
- Bell, S. C., & Orzen, M. A. (2010). Lean it : Enabling and sustaining your lean transformation. Productivity Press.
- Lean IT, University of California, https://itsm.ucsf.edu/lean-it

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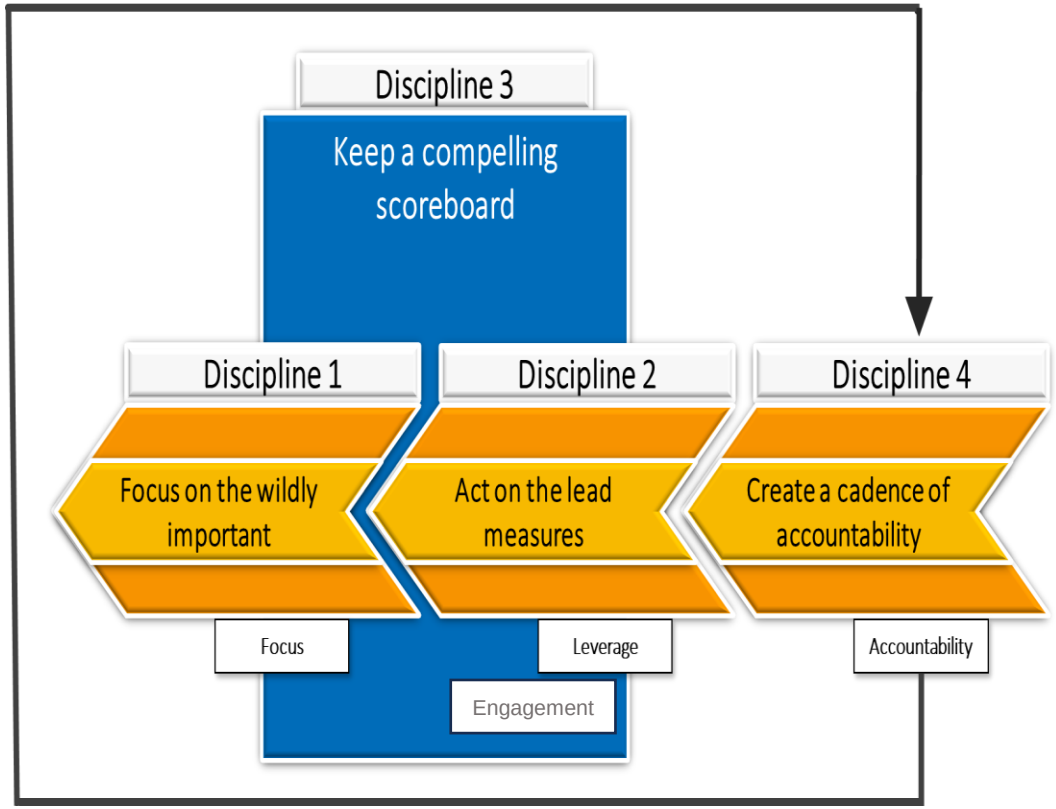
- Bell, S. C., & Orzen, M. A. (2010). Lean it : Enabling and sustaining your lean transformation. Productivity Press.
- Lean IT, University of California, https://itsm.ucsf.edu/lean-it

The 4 disciplines of execution (4DX)

1. **Focus on the wildly important goals** (WIG) *(Focus)*
   - The WIG is defined as the War
   - Focus your best effort on the one or two WIGs
   - Defined as: “From X to Y by when”
2. **Act on the lead measures** *(Leverage)*
   - Focus on activities that drive results
   - All outcomes can be measured
     - Lead measures
     - Lag measures
   - Lead Measures must be predictive and influenceable
3. **Keep a compelling score** *(Engagement)*
   - People play differently when they are keeping score
   - Implement visual management
   - Make everyone know the score
4. **Create a cadence of accountability** *(Accountability)*
   - Hold yourself and others accountable
   - Regular meetings
     - Report on last week’s commitment
     - Review and update the scoreboard
     - Make commitments for the next week



Adopted from McChesney, Chris. (2021). The 4 Disciplines of Execution: Achieving Your Wildly Important. Second edition. Simon & Schuster, New York, NY

Simple set of practices to successfully accomplishes the most significant strategic and tactical priorities.
***4DX used for Policy Deployment (PD) operations*.**

References:
McChesney, Chris. (2021). The 4 Disciplines of Execution: Achieving Your Wildly Important. Second edition. Simon & Schuster, New York, NY

Five dysfunctions of a team (5DoT)

Adopted from: Lencioni, P. (2012). The five dysfunctions of a team. Pfeiffer, a Wiley Imprint, San Francisco.

Team's dysfunctions are business challenges and opportunities for improvements

References:
Lencioni, P. (2012). The five dysfunctions of a team. Pfeiffer, a Wiley Imprint, San Francisco.

TRANSFORMATION PROCESS

GPS

Great Path of Success


Photos https://www.pexels.com

Case study:

Background:

You are the **newly appointed Director of Information Security** at a mid-sized for-profit higher education organization that serves 45,000 students. The company employs 3,500 people, and your information security team consists of seven individuals, including yourself. Management has expressed concerns about the team's performance, citing ongoing challenges with compliance audits, data breaches, poor documentation practices, and ineffective team dynamics. With a constrained budget, staff augmentation is not a feasible option.

Current Challenges:

- **Compliance Audit Issues:** The team has struggled with passing audits, highlighting gaps in the security controls and policy implementation.
- **Data Breaches:** A recent history of data breaches suggests inadequate security measures and monitoring.
- **Team Performance:** The team has struggled to consistently deliver results, and management has voiced concerns about their effectiveness.
- **Team Dynamics:** The team's wide range of ages and experiences presents communication challenges, resulting in misalignment and poor collaboration.
- **Budget Constraints:** Due to limited financial resources, the option to increase headcount or significantly invest in new tools is not available.

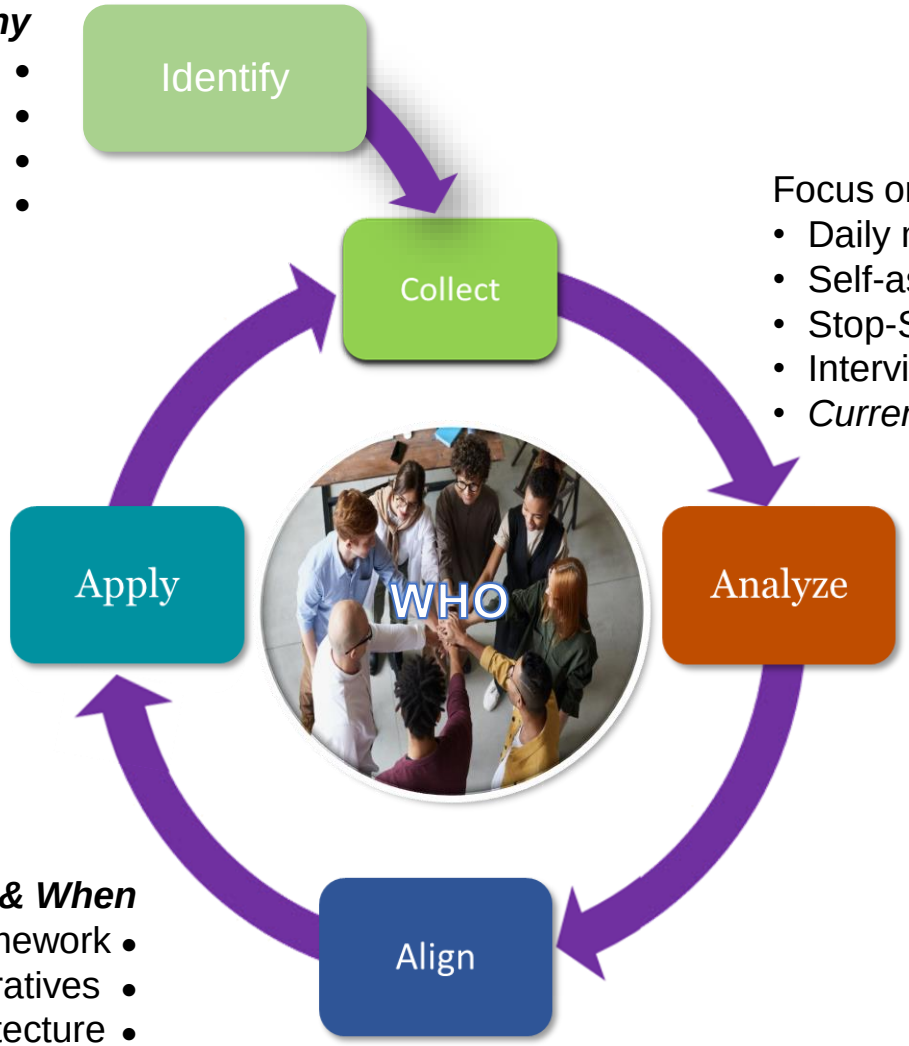
Goal:

- Your goal is to transform the information security team using operational excellence principles to improve execution, accountability, and results delivery without expanding the team or budget

"Strategy is important, but execution is everything"
Jeff Haden

Discipline for information security transformation

Focus on the ***Why***
- Vision, mission, and core values
- Business initiatives, priorities, and programs
- Regulatory and compliance environment
- *Future state*



Focus on the ***What***
- Daily management and policy deployment
- Self-assessment
- Stop-Start-Continue (SSC) process
- Interview and team meetings
- *Current state*

Focus on the ***Where***
- Productivity, reliability, and governance
- Critical activities and interactions
- Resource capability gaps
- Roadmap definition and prioritization

Focus on the ***Now***
- Communicate and notify
- Vision and strategy
- roadmap for success
- Progress to-date

Focus on the ***How & When***
- Management framework
- Operating imperatives
- Service architecture
- Standardization and key metrics

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Identify

Start with an end in mind…

Identify, define, and understand

Current state

- Vision, mission, and core values
- Business initiatives, priorities, and programs
- Regulatory and compliance environment

Future state

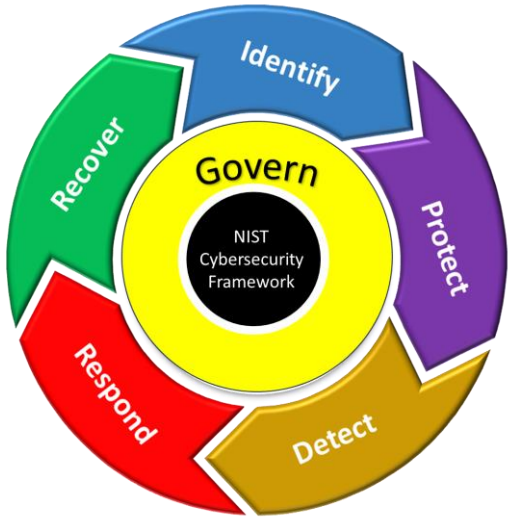
- Clear vision of desired changes
- Assumptions and constraints
- Capabilities, competencies, and abilities

End with: Having a clear understanding of existing conditions and a prospective vision of the upcoming state

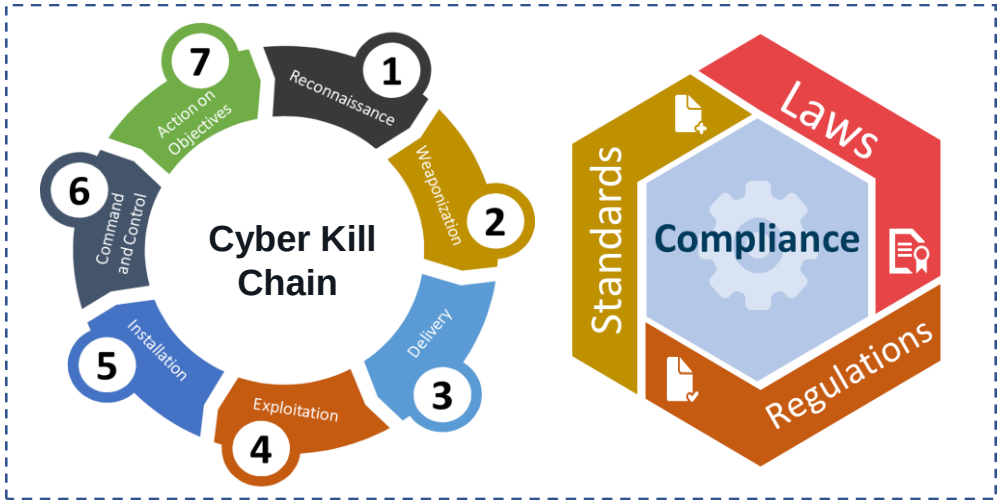
Photos: https://www.pexels.com

Future state example

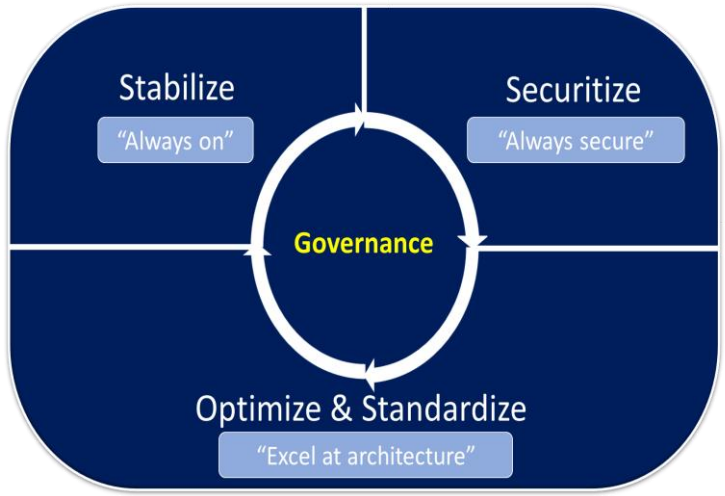
Information Security Life Cycle



Addressing Associated Risks & Controls



Operating Imperatives



Service Architecture

"The How"

Data Gathering → Analyzing → Fine Tuning

Collect

What are we doing…?

Gather and compile information

Daily Management

- Deployed information security controls
- Implemented processes and technologies
- Performed functions and tasks
- Allocated work-effort

Policy Deployment

- Current projects and developments
- Defined calendar and schedule
- Assigned responsibilities and tasks
- Allocated work-effort

End with: Having well-defined details of daily activities and current projects

Photos: https://www.pexels.com

Frameworks and self-assessments

- **Regulatory and compliance environment**
  - Family Educational Rights and Privacy Act (FERPA)
  - Graham Leach Bliley Act (GLBA)
  - Payment Card Industry Data Security Standard (PCI-DSS)
  - Health Insurance Portability and Accountability Act (HIPAA)
- **National Institute for Standards and Technology (NIST)**
  - NIST information security assessment
  - Control and Program framework assessment
- **Center for Internet Security (CIS) Controls**
  - Critical security controls
  - CIS Controls Self Assessment Tool (CIS CSAT)
- **Cyber Kill Chain**
  - MITRE's ATT&CK framework
- **EDUCASE**
  - Higher Education Information Security Council Community (HEISC) assessment
- **5DoT**
  - Team assessment questionnaire
  - Promote system-thinking for seeing interrelationships
- **Other**
  - Myers-Briggs type indicators
  - The 16 MBTI personality types

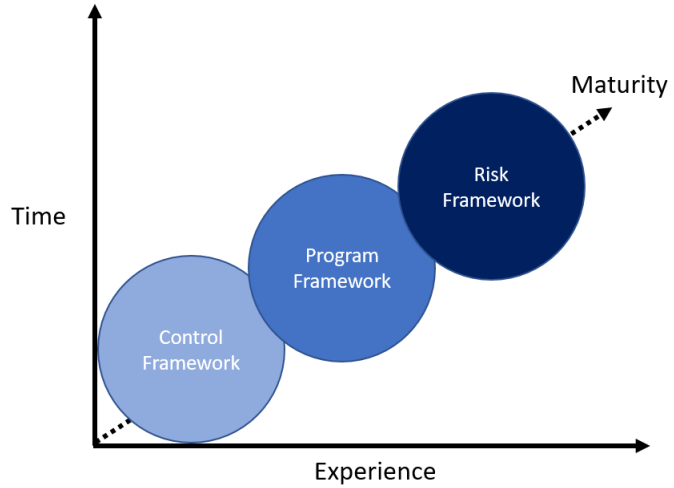
Self-assessments focused on information security risks and control gaps


Photo: https://www.pexels.com

References:
- https://www.cisecurity.org/controls/cis-controls-self-assessment-tool-cis-csat
- https://www.cisa.gov/sites/default/files/FactSheets/NCCIC%20ICS_FactSheet_CSET_S508C.pdf
- https://github.com/cisagov/cset/releases
- https://www.kovrr.com/resources/free-nist-self-assessment-tool
- https://www.nist.gov/baldrige/products-services/baldrige-cybersecurity-initiative
- https://homeport.uscg.mil/Lists/Content/DispForm.aspx?ID=132&Source=/Lists/Content/DispForm.aspx?ID=132
- https://www.16personalities.com/personality-types

Health check approach – framework assessment

Framework	Benefits	Example
Control Framework	• Identify baseline set of controls • Assess state of technical capabilities • Develop an initial roadmap for the security team	• Center for Internet Security (CIS) • NIST 800-53
Program Framework	• Assess state of the overall security program • Build a comprehensive security program • Measure maturity and simply communications	• NIST CSF • ISO 27001-27002
Risk Framework	• Define key processes for assessing and managing risks • Structure risk management program • Prioritize information security activities	• NIST 800-39/37/30 • ISO 27005 • FAIR



Source: DeNisco, A. (2019). How to choose the right cybersecurity framework.

CIS framework can be used to initially assess and improve the information security program's maturity

References:
- DeNisco, A. (2019). How to choose the right cybersecurity framework. TechRepublic. https://www.techrepublic.com/article/how-to-choose-the-right-cybersecurity-framework/
- NIST SP 800-53A Rev. 5 Assessing Security and Privacy Controls in Information Systems and Organizations. https://csrc.nist.gov/pubs/sp/800/53/a/r5/final
- CIS Controls Self Assessment Tool (CIS CSAT) https://www.cisecurity.org/controls/cis-controls-self-assessment-tool-cis-csat
- NIST SP 800-37 Revision 2, Risk Management Framework for Information Systems and Organizations: A System Life Cycle Approach for Security and Privacy. https://www.nist.gov/privacy-framework/nist-sp-800-37
- NIST SP 800-39 Managing Information Security Risk: Organization, Mission, and Information System View. https://www.nist.gov/privacy-framework/nist-sp-800-39
- NIST SP 880-30. Guide for Conducting Risk Assessments. https://www.nist.gov/privacy-framework/nist-sp-800-30
- ISO/IEC 27005:2022 Information security, cybersecurity and privacy protection — Guidance on managing information security risks. https://www.iso.org/standard/80585.html
- FAIR Institute. Factor Analysis of Information Risk (FAIR). https://www.fairinstitute.org/what-is-fair

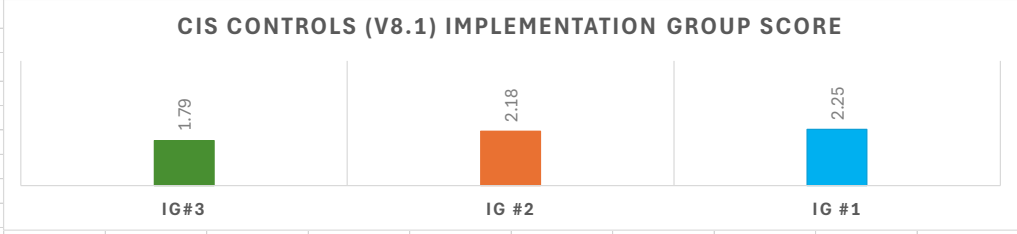
Self-assessment CIS critical security controls

CYBERSECURITY RISK FOUNDATION

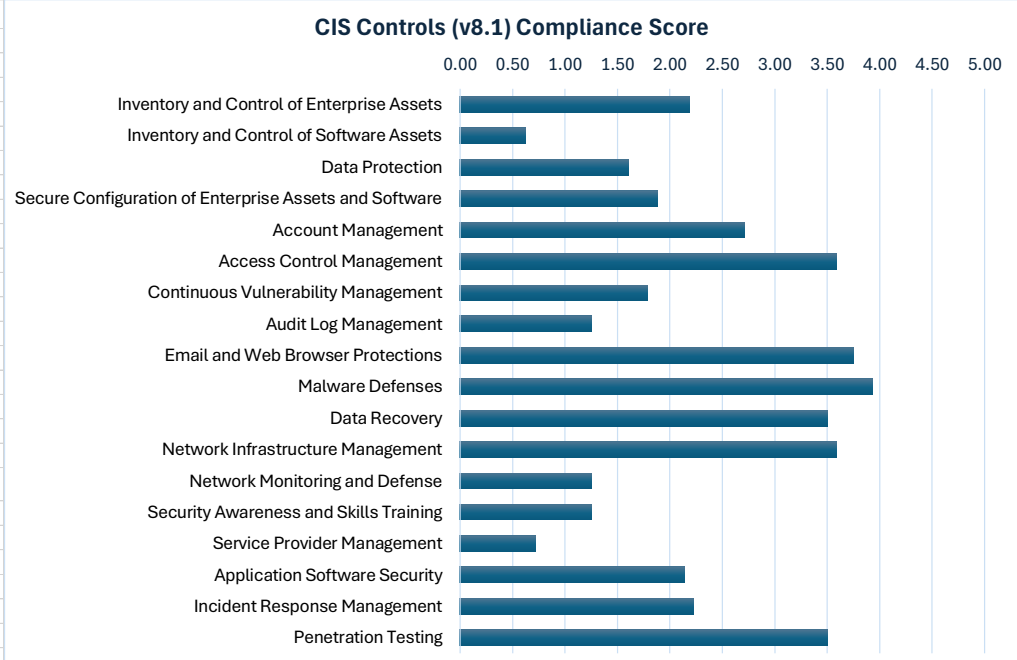
Center for Internet Security Controls (v8.1) - Compliance Scores

Assessment Completed	

Implementation Group	Compliance Score
IG #1	2.25
IG #2	2.18
IG#3	1.79



Safeguard Domain	Compliance Score
Inventory and Control of Enterprise Assets	2.19
Inventory and Control of Software Assets	0.63
Data Protection	1.61
Secure Configuration of Enterprise Assets and Software	1.88
Account Management	2.71
Access Control Management	3.59
Continuous Vulnerability Management	1.79
Audit Log Management	1.25
Email and Web Browser Protections	3.75
Malware Defenses	3.93
Data Recovery	3.50
Network Infrastructure Management	3.59
Network Monitoring and Defense	1.25
Security Awareness and Skills Training	1.25
Service Provider Management	0.71
Application Software Security	2.14
Incident Response Management	2.22
Penetration Testing	3.50
Overall	**2.30**



Assessment is conducted to evaluate the effectiveness, readiness, and alignment of security controls

References:
- https://www.cisecurity.org/controls/cis-controls-self-assessment-tool-cis-csat
- https://crfsecure.org/research/crf-safeguards/

Assessment of critical projects: Effort & status

#	Description	Responsible	Planned effort	Actual applied effort	Estimated to complete	Est effort at Completion	Comments	% Plan Variance	% Est Progress	% Estimated (At completion)
1	Privileged Account Management	J.D.	60	70	20	90	In progress	50%	117%	78%
2	Blockchain For Secure Transactions	D.W	125	20	60	80	In progress	-36%	16%	25%
3	Cloud Access Security Broker	C.T	50	35	35	70	In progress	40%	70%	50%
4	Third Party Risks Assessments	Y.S.	240	180	0	180	Complete	-25%	75%	100%
5	AI-Enhanced Vulnerability Scanning	L.Q	125	85	150	235	In progress	88%	68%	36%
6	Insider Threat Management	P.Z	76	45	31	76	In progress	0%	59%	59%
7	Advanced Network Scanner	B.D	90	120	0	120	Complete	33%	133%	100%
8	Zero Trust Architecture Implementation	K.L	78	89	45	134	In progress	72%	114%	66%
9	Learning management app	C.T	60	36	12	48	In progress	-20%	60%	75%
10	Software Inventory Platform	Y.S.	100	90	5	95	In progress	-5%	90%	95%
11	Immersive Cybersecurity Training	C.T	120	50	240	290	In progress	142%	42%	17%
12	AI Data Leak Prevention	L.Q	125	130	100	230	In progress	84%	104%	57%

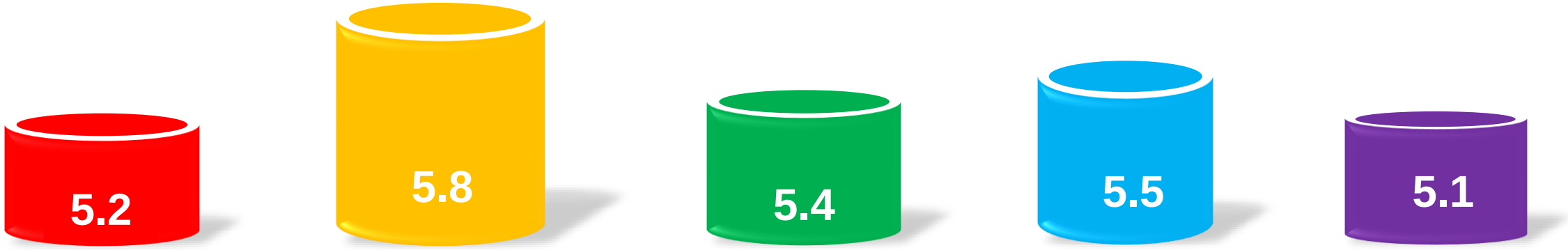
* Effort value estimated in hours

An assessment ensures that the most critical projects receive priority, optimizing the use of limited resources

Reference(s):

- Chang, H. K., Yu, W. D., & Cheng, T. M. (2020). A quantity-based method to predict more accurate project completion time. *KSCE Journal of Civil Engineering*, *24*(10), 2861-2875.
- Ruiz, M., Ramos, I., & Toro, M. (2001). A simplified model of software project dynamics. *Journal of Systems and Software*, *59*(3), 299-309.

Example of assessment results of the team challenges – 5 Dysfunctions of a team



Absent of Trust

Fear of Conflict

Lack of Commitment

Avoidance of accountability

Inattention to results

A score of six or lower in any of the above categories means that a dysfunction COULD be a concern in the dynamics of the team

Reference(s):
- *Lencioni, P. (2012). The five dysfunctions of a team. Pfeiffer, a Wiley Imprint, San Francisco.*

Assessing team dynamics

Personality Types

Rational

ENTP
The Visionary
J.D

ENTJ
The Commander

INTJ
The Architect
L.Q

INTP
The Thinker
B.D

Idealist

ENFJ
The Teacher
K.L

ENFP
The Champion

INFJ
The Counselor

INFP
The Mediator
D.W

Guardian

ISTJ
The Logistician

ESTJ
The Supervisor
Y.S

ISFJ
The Protector

ESFJ
The Provider
P.Z

Explorer

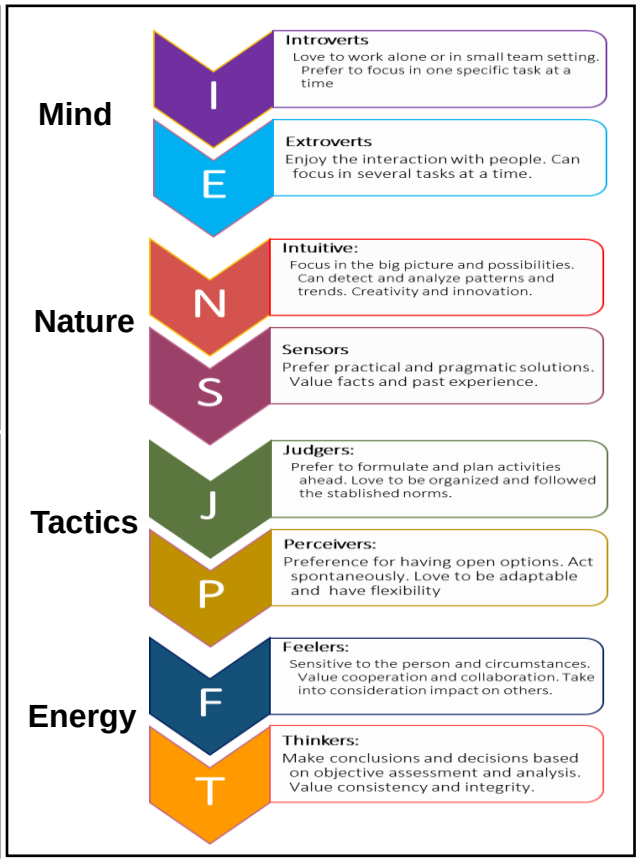
ISTP
The Operator

ESFP
The Entertainer

ESTP
The Persuader

ISFP
The Artist

Personality Aspects



Team assessment provides an objective insight into the strengths and blind spots

Reference: Amirhosseini MH, Kazemian H. (2020) Machine Learning Approach to Personality Type Prediction Based on the Myers–Briggs Type Indicator®. *Multimodal Technologies and Interaction*. 4(1):9
https://www.16personalities.com/personality-types

Analyze

Where are the areas for improvements…?

Examine systematically and in detail

Daily Management

Needed improvements
- Controls
- Processes
- Technologies

Policy Deployment

Required alignments and enhancements
- Projects
- Initiatives & Developments
- Governance and compliance

End with: Definition of a roadmap for success and prioritization

Photos: https://www.pexels.com

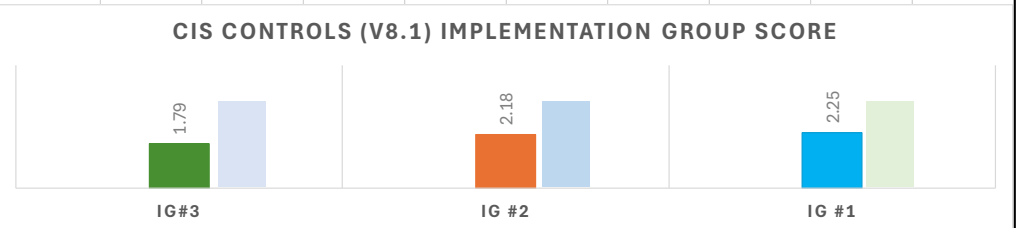
Where are the areas for improvement?

CYBERSECURITY RISK FOUNDATION

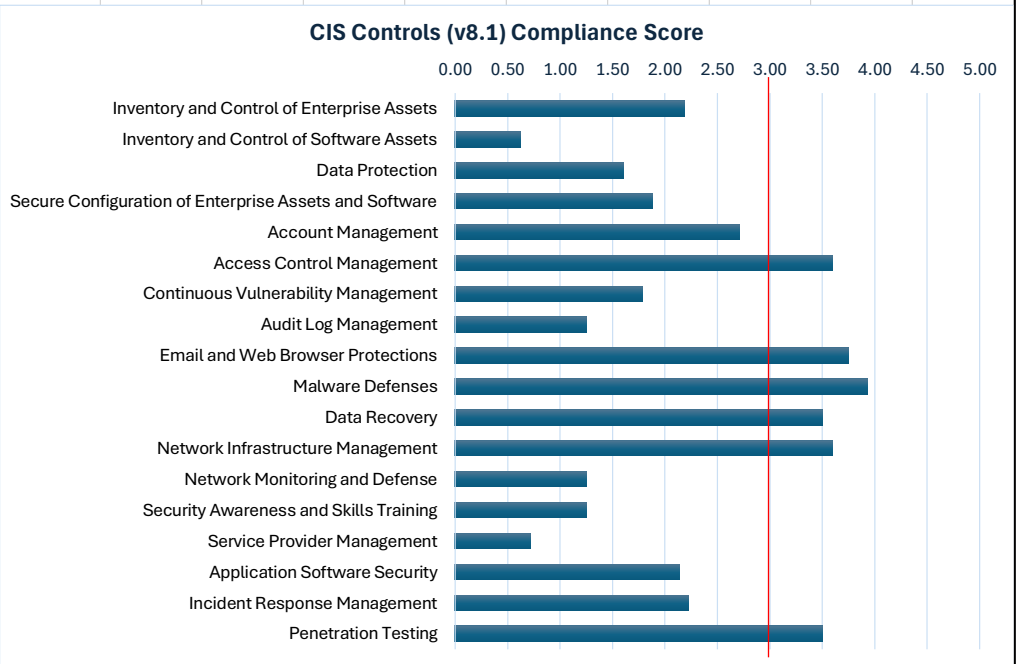
Center for Internet Security Controls (v8.1) - Compliance Scores

Assessment Completed	

Implementation Group	Compliance Score
IG #1	2.25
IG #2	2.18
IG#3	1.79



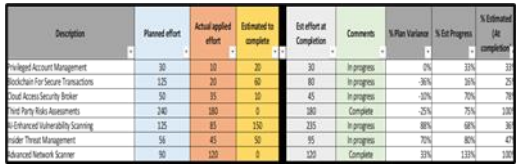
Safeguard Domain	Compliance Score
Inventory and Control of Enterprise Assets	2.19
Inventory and Control of Software Assets	0.63
Data Protection	1.61
Secure Configuration of Enterprise Assets and Software	1.88
Account Management	2.71
Access Control Management	3.59
Continuous Vulnerability Management	1.79
Audit Log Management	1.25
Email and Web Browser Protections	3.75
Malware Defenses	3.93
Data Recovery	3.50
Network Infrastructure Management	3.59
Network Monitoring and Defense	1.25
Security Awareness and Skills Training	1.25
Service Provider Management	0.71
Application Software Security	2.14
Incident Response Management	2.22
Penetration Testing	3.50
Overall	**2.30**



Identify control gaps and assess compliance with security standards to facilitate enhancement priorities

References:
- https://www.cisecurity.org/controls/cis-controls-self-assessment-tool-cis-csat
- https://crfsecure.org/research/crf-safeguards/

Where are the areas for improvement?



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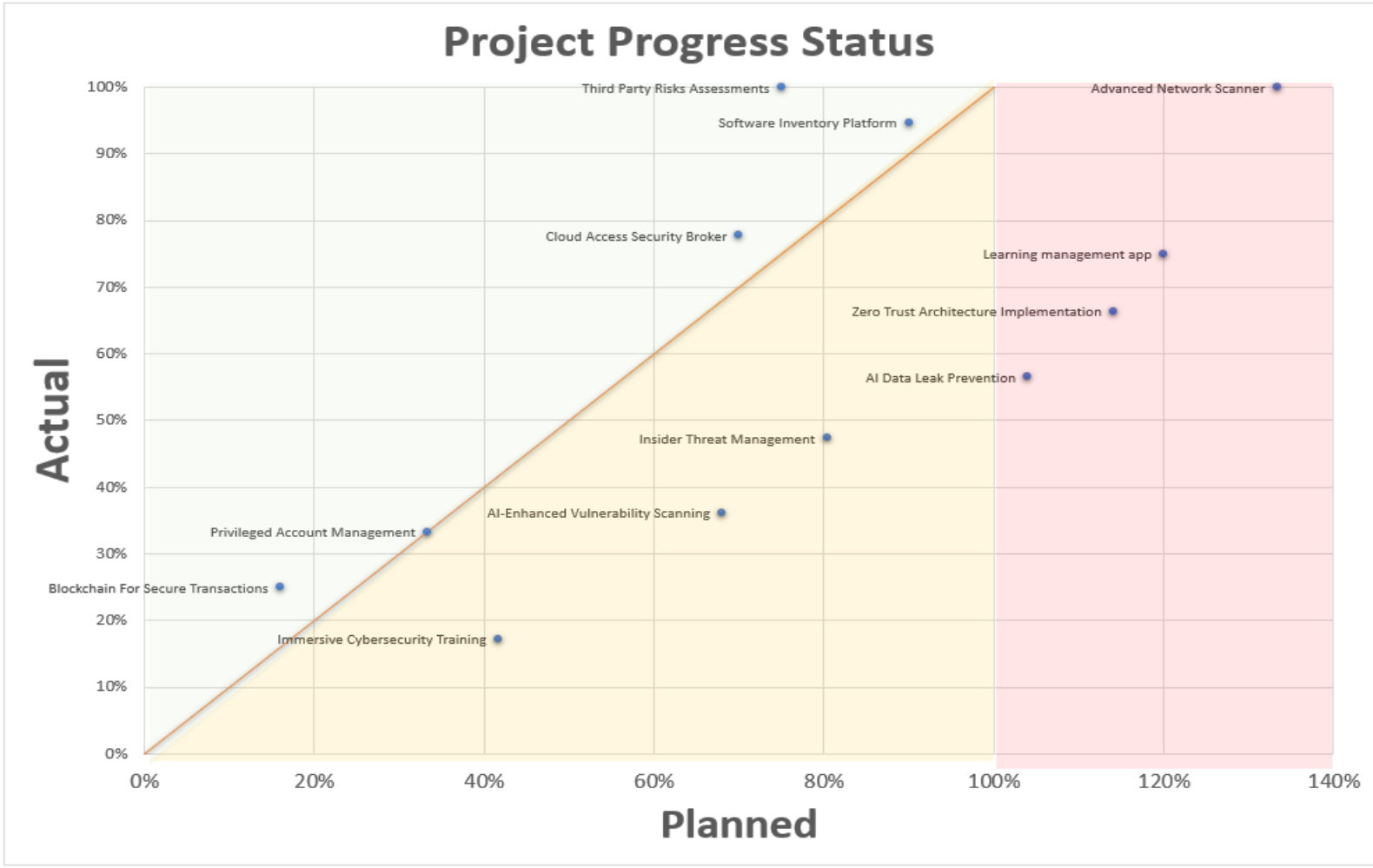
Privileged Account Management	30	10	20	30	In progress	0%	33%	33%
Blockchain For Secure Transactions	125	20	60	80	In progress	-36%	16%	25%
Cloud Access Security Broker	50	35	10	45	In progress	-10%	70%	78%
Third Party Risks Assessments	240	180	0	180	Complete	-25%	75%	100%
AI-Enhanced Vulnerability Scanning	125	85	150	235	In progress	88%	68%	36%
Insider Threat Management	56	45	50	95	In progress	70%	80%	47%
Advanced Network Scanner	90	120	0	120	Complete	33%	133%	100%

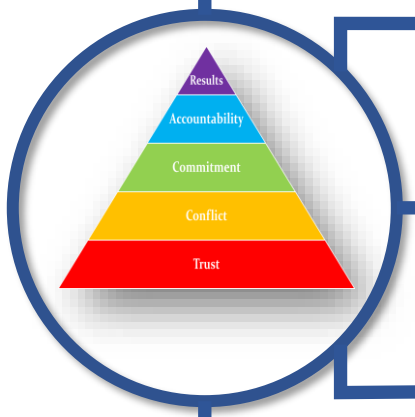


Enhancing effort efficiency can lead to increased productivity, cost savings, and better project outcomes

Reference(s):

- Chang, H. K., Yu, W. D., & Cheng, T. M. (2020). A quantity-based method to predict more accurate project completion time. *KSCE Journal of Civil Engineering*, *24*(10), 2861-2875.
- Ruiz, M., Ramos, I., & Toro, M. (2001). A simplified model of software project dynamics. *Journal of Systems and Software*, *59*(3), 299-309.

Where are the areas for improvement?



Core issue

5 - Inattention to results	⇨	Focus on personal goals
4 - Avoidance of accountability	⇨	Low standards
3 - Lack of Commitment	⇨	Ambiguity
2 - Fear of Conflict	⇨	Artificial harmony
1 - Absence of Trust	⇨	Invulnerability

Dysfunctions can significantly impact team performance and organizational effectiveness

Reference(s):
- *Lencioni, P. (2012). The five dysfunctions of a team. Pfeiffer, a Wiley Imprint, San Francisco.*

Align

How are we going to do it?

Architect, design, and develop enhancements

Daily Management

- Standardized work
- Control metrics
- Accountability dashboard
- Cadence for meeting review

Policy Deployment

- Prioritization schema
- Responsibility matrix and metrics
- Accountability dashboard
- Cadence for meeting review

End with: Roadmap and prioritization plans clearly defined and ready for deployment

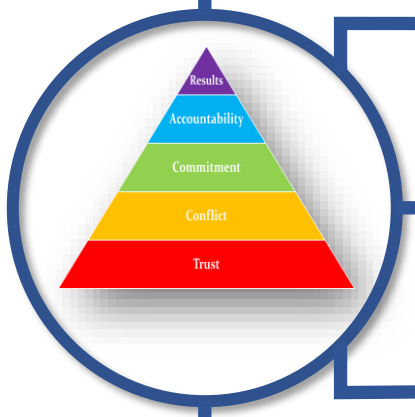
Photos: https://www.pexels.com

Example of standard work alignment

1 Area	2 Control	3 Task	4 Responsible	5 Backup	6 Date Alignment	7 Frequency	8 Key Metric
Vulerability Management	VM001 -SIEM Management	Investigate and Escalate all critical threat and deivce alerts	John W.	Jack R.	5-Aug	Daily	Number of Critical Alerts, % unremediated events
		Access SOC portal update and assign alert status	John W.	Jack R.	5-Aug	Daily	
		Follow up on remediation of critical alerts	John W.	Jack R.	5-Aug	Daily	
		Close alerts and communicate status	John W.	Jack R.	5-Aug	Daily	
		Update metrics	John W.	Jack R.	5-Aug	Weekly	
	VM002 - Vulnerability Scan	Review and quantify monthly internal and external vulnerability reports	Jack R.	Carl T.	5-Aug	Monthly	Number of Vulnerabilities, % High/Critical unremediated vulnerabilities
		Access portal and assign ownership of vulnerabilities	Jack R.	Carl T.	5-Aug	Monthly	
		Create service tickets for critical/medium vulnerabilities	Jack R.	Carl T.	5-Aug	Monthly	
		Follow up on remediation	Jack R.	Carl T.	5-Aug	Weekly	
		Update metrics	Jack R.	Carl T.	5-Aug	Weekly	
	VM003 - Application Vulnerability Scans	Update application inventroy list	Carl T.	John W.	5-Aug	Quarterly	Number applications scanned, Number of high/critical vulnerabilities, Number vulnerabilities not remediated within policy
		Meet with application owner Appscan request	Carl T.	John W.	5-Aug	Quarterly	
		Provide Appscan request form to GIS, schedule scan	Carl T.	John W.	5-Aug	Quarterly	
		Review and quantify scan vulnerability reports	Carl T.	John W.	5-Aug	As Needed	
		Provide report to Application owner and open service tickets	Carl T.	John W.	5-Aug	As Needed	
		Follow up on remediations	Carl T.	John W.	5-Aug	Weekly	
		Update metrics	Carl T.	John W.	5-Aug	Weekly	

Standardization is the way to effectively implement and sustain improvements and new developments

Core focus areas for overcoming the 5DoT



	Core issue	Core focus
5 - Inattention to results	Focus on personal goals	Focus on long term outcomes
4 - Avoidance of accountability	Low standards	Confront difficult issues
3 - Lack of Commitment	Ambiguity	Focus on clarity and closure
2 - Fear of Conflict	Artificial harmony	Engage productive discussions
1 - Absence of Trust	Invulnerability	Be human

Addressing these dysfunctions helps teams work cohesively

Reference(s):
- *Lencioni, P. (2012). The five dysfunctions of a team. Pfeiffer, a Wiley Imprint, San Francisco.*

Apply

Let’s do it…!

Communicate and implement enhancements

Daily Management

Policy Deployment

- Engage on active communication
- Train and educate
- Implement processes and technologies

End with: Plan for the next cycle for any required fine tunning and optimization

Photos: https://www.pexels.com

Photos https://www.pexels.com

Daily management

- **Standardized work**
  - Every process in production has a standardized procedure
  - Each process has assigned an accountable (Primary) and responsible (Backup) person
  - Tasks are incorporated into the assigned person's to-do list and calendar
- **Metrics**
  - Metrics are actionable
  - Defined schema of Metrics is in place
  - Collected as part of a standardized procedure
- **Dashboard**
  - Metrics gathered and stored in a central location
  - Transparent to anyone
  - Individuals held accountable for keeping the dashboard updated
- **Progress review meetings**
  - Daily meeting
    - 15 minutes (Scrum meeting)
  - Weekly
    - 101 meeting
    - Departmental
  - Monthly, Quarterly, Annually (Operational review)
    - As needed

Policy deployment

- **Focus on wildly important goals**
  - Project portfolio is understood and in place
  - Priorities are clearly defined
    - All WIGs should be in the form of going from X to Y by a certain date
  - Ensure that all team members direct efforts and energy toward
    - Sometimes, we must say “No” to good ideas
- **Lead measures**
  - Lead measures are incorporated
  - Measures must be predictive and actionable
  - Collected as part of a standardized procedure
- **Dashboard**
  - Metrics collected and saved in a central location
  - Transparent to anyone
  - Individuals held accountable for keeping the dashboard updated
  - Tree (3) points communicated visually
    - Track progress
    - Preventive actions
    - Corrective actions
- **Progress review meeting**
  - Weekly
    - 101 meeting
    - Departmental
  - Monthly, Quarterly, Annually (Operational review)
    - As needed

From dysfunction to cohesiveness

Adopted from: Lencioni, P. (2012). The five dysfunctions of a team. Pfeiffer, a Wiley Imprint, San Francisco.

High-performance teams transform common dysfunctions into cohesive strengths to delivery operational excellence

Our High Performance Team Journey

"I can't change the direction of the wind, but I can adjust my sails to always reach my destination."
- Jimmy Dean

Photo: https://www.pexels.com

Always Remember…

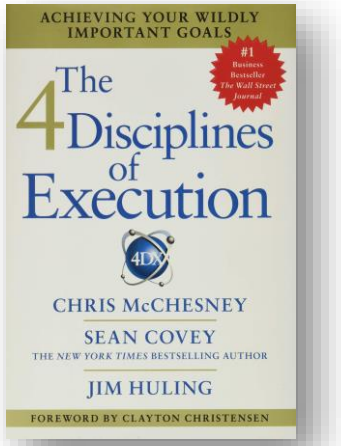
- Performance is a team effort
- High-performance is a state of readiness
- The journey is as important as the destination

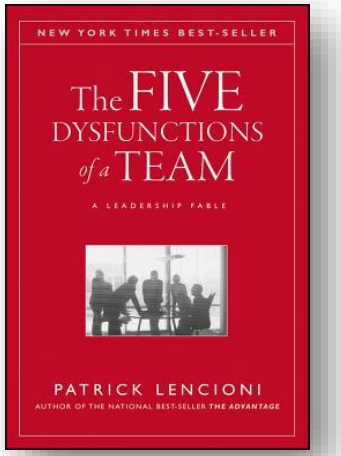
Questions?

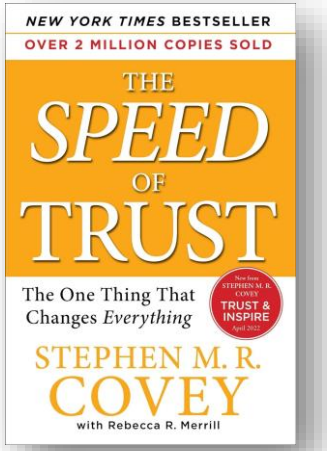
“Good questions inform, great questions transform.”
Ken Coleman

Photo: https://www.pexels.com

Additional Information & References







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