

Security Leadership Solutions
Executive Council

by J. David Quilter

FROM ONE WINNING CAREER TO THE NEXT →

TRANSITIONING PUBLIC SECTOR
LEADERSHIP AND SECURITY EXPERTISE TO
THE BUSINESS BOTTOM LINE



SAMPLE

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THIS BOOK IS FOR THOSE WHO

- ▶ Are transitioning from a government or military position to business security leadership
- ▶ Want to understand why security leadership is a priority in the post 9-11 world
- ▶ Are the administrator or executive of any educational, financial, industrial, or health care institution
- ▶ Want to understand the new paradigm of security leadership, and especially how a true security leader can positively impact corporation's "bottom line"
- ▶ Are concerned about the safety and well-being of your employees and clients
- ▶ Need to hire a skilled security professional to analyze, foresee, mitigate, and prevent crises in your organization
- ▶ Are a lifelong learner and enjoy "thinking outside the box"



PROLOGUE

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What's past is prologue.

William Shakespeare

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The world of business powerfully influenced my early life. As a middle child, the third of six, I was often on my own and teachers described me as a day-dreamer. I recall at the age of four dreaming of owning my own business. I had an imaginary employee, Harry who worked at “mine ossuf.” This office was located in any parking lot that had a hut.

My dad was a big influence on me. His career was in the wholesale distribution business. He sold two of the great brands available after World War II -- RCA Victor and Whirlpool, as well as many small appliances. For 53 years, dad worked in the home entertainment and appliance business. He sold products that spanned everything from 1930 Victrolas and manual washing machines to the first color TVs and VCRs.

Dad's business friends were frequent guests at our dinner table. They ranged from executives of large companies to sales employees and

loading dock workers. We were coached on good manners and taught to listen to adult conversations. These included every possible aspect of how businesses were built: profit and loss, advertising strategies, sales training, dealing with unions, employee hiring and firing, etc. The things my father had to think about seemed endless. I found all this fascinating and loved to go to with him to “the place,” which was the way our family referred to his office.

From the late 1940’s, we lived in Syracuse, New York, the hub of the Empire State. In those years, Syracuse was like a small Chicago; there were flourishing manufacturing and service industries, good schools, including Syracuse University and Le Moyne College, excellent sports teams and a pervasive sense of community. I loved growing up in Central New York and I still enjoy large snow drifts.

A thoroughly competitive retail environment, our city was often chosen as a test market by companies launching new products. General Electric had thousands of employees at its Electronics Park manufacturing plants, where most GE televisions were made, and every employee could get discounts on products. Because competition was intense, Syracuse was a tough business environment for appliance sales.

I became more aware of the challenges dad faced in 1958, when I went with him on a buying trip for the new RCA line. He bought several million dollars worth of radios, high fidelity record players, black and white TVs as well as RCA’s newest color TVs, and stereo systems. After a full day of purchasing meetings we went back to the hotel. As we were going up to our room I said in awe, “Dad, you just bought millions of dollars of product.” Delighted, he laughed, and said “Oh, that’s the easy part now I have to sell everything I just bought and make a profit. That’s what business is all about: making a profit.”

As I reflect back on those times some indelible impressions remain. My father toiled five days a week and a half-day every Saturday. At the age of 17 he begun as a clerk then he moved into sales, and finally into executive management. He stayed with his company for fifty three years. More importantly, he knew the business from the bottom up. He mastered and monitored its every aspect, from accounts to parts inventory. He mentored every employee, especially those involved in sales and customer service. He was directly involved in employee relations and labor negotiations. He learned the business from the ground up and then taught it to those around him, including his kids. Even at the dinner table.

Several times throughout my federal career I thought of leaving government service to jump into the business world. In fact, some of my closest friends in DEA said “DQ, what the heck are you doing working for the government, you could be making real money in business.” My answer was always the same: “The government and our citizens need good people who care about what they do, folks with solid values, who work hard and believe in and respect what we are doing.” I completed a wonderful 26 year career in the service of my country in late 1993. I had served three years as a Marine Corps officer with a tour in Viet Nam. Next, for 23 years I was a Special Agent and Supervisory Special Agent in the Drug Enforcement Administration.

During this time, the business lessons my father instilled in me had not been lost. When I finally decided to move from my government career into the business world I was committed to using the lessons I had learned from my dad and throughout my life, to using my knowledge, skills and abilities to make a *profit* for whatever organization that hired me.

I was fortunate to move into security leadership. True business acumen has everything to do with being a successful security leader in today’s down-sized, right-sized and outsourced business operations.

It's about assisting operational leaders to be more successful by addressing issues such as disgruntled or threatening customers or employees.

It's about knowing how to help the organization be more profitable. It's about assisting operational leaders to be more successful by addressing issues such as disgruntled or threatening customers or employees. It's about dealing with a wide variety of theft, embezzlement and violence issues.

It is only through learning and knowing the business that one can tailor security measures to the realities of the corporate environment. That is where effectiveness lies. Smart security solutions mitigate business risks and improve business profitability.

I have sometimes been asked how I became successful developing security programs that focus so well on the needs of different businesses. The answer is simple. By the time I was 16 I had earned the equivalent of an MBA from one of my toughest and best teachers, my father. Everything I have done in corporate security has been focused on being a business partner. I have lived by my father's mantra: "Show up every day, learn the business, be honest, and work like hell!"

I wrote this book to help you transition from a government and/or military service career to corporate culture, so that you too can be successful as a business focused security leader. There are also additional applications for the information on these pages. If you are hiring a security leader for a business, this book will help you target the right person. In the post 9-11 world, if you are responsible for any major institution, like a school or hospital, this book may be useful in many ways. Perhaps you are simply a lifelong learner. I welcome you to this journey.



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CHAPTER FIVE

Learning the Business

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“In order to walk, a person puts one foot in front of the other; every step requires moving from imbalance to balance. It is only by taking this risk that one moves forward.”
.....

Anonymous

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This chapter builds on the territory we have already covered; you have determined to make a transition; you have done everything in your power to consider if you truly wish to do so; you have tried, with others you trust, to envision the path on which you will embark. Now it is time to hit the trail and to set out on the actual journey. In this journey you will learn to understand the company you have joined in order to integrate security into every aspect of its operations, so that the business will be more profitable and employees more safe. As you walk the trail, you will be learning new things every day—about yourself, others and the trail itself. Be open to this hands-on education. Enjoy the trip! Here are some specifics that I have learned

by traveling the road. Be alert also to your original learnings. You may choose to keep a journal to make note of them.

Lesson #1: Be Prepared to Move Though Obstacles

As you hit the trail and begin learning the business, you may find that many mid-level operational leaders across the organization have been dealing with a whole spectrum of security issues. The vast majority of these employees only deal with security because they cannot avoid it. There are some who avoid security tasks for a variety of negative factors:

- ▶ Security is a nuisance
- ▶ Security is all about costs
- ▶ Issues such as workplace violence are time consuming
- ▶ Issues such as fraud, theft, or inventory diversion may reflect poorly on their management abilities and therefore they avoid effectively reporting them

Some departments are content to handle new employee background screening, hand out ID badges, or approve access to different levels of the company's or customer's data. Departments may have developed distinctly different or even conflicting policies, procedures and practices in resolving identical security issues. HR processes, IT platforms, financial systems, or even a consistent ID badge process may never have been reviewed for the impact it may have across the organization. Because many companies grow through mergers and acquisitions, it is common to find that no one has stepped back to consider the precise needs for security across the entire business enterprise.

ABOUT THE AUTHOR

J David Quilter's security leadership successes spans four decades with contributions in both the public and private sectors. David • Quilter is principal of QuilCo Inc., is an executive consultant with the Business Security Advisory Group and is a member of the Emeritus Faculty of the Security Executive Council. During the course of his career he has been engaged in law enforcement, asset protection, security program development and integration for electric, natural gas and global distribution and manufacturing corporations. David is a Certified Fraud Examiner (CFE) and has developed cost-recovery tools to mitigate business losses. As an author and presenter David continues to share his wealth of expertise as he works with security leaders around the world. He welcomes inquiries at: jdquilter@secleader.com.



About Us

The Security Executive Council is a member organization for senior security and risk executives from corporations and government agencies in charge of corporate and/or IT security programs. The Council capitalizes on member input, professional staff, and a distinguished faculty of former security executives and security content experts to develop member tools and solutions. The mission of the Council is to develop resources that help lower the cost of members' programs, make program development more efficient and establish security as a recognized value center. Tools and solutions are developed so that they can be applied immediately or with minimal modification. In partnership with its research arm, the Security Leadership Research Institute, the Council is building the International Security Research Database (ISRdb) to be the centralized source of research and analysis related to the security industry.

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