>> **SECURITY EXECUTIVE** Insights

Resources Abound

A ONE-STOP GUIDE FOR HELP BECOMING THE NEXT-GENERATION SECURITY LEADER

EDITOR'S NOTE: *There are six different areas of knowledge that successful security programs of the future must incorporate, either in the knowledge base of their leaders or in the collective knowledge of the leading staff. They are **government elements, security organization, emerging issue awareness, IT security, business elements** and **executive leadership**. This is the last in a series of articles covering these knowledge areas. For security professionals, success in the future will be gained only through a blended skill-set — a culmination of all the streams. To read other articles in the series – and to view a self-assessment tool – visit securitysolutions.com/corporate/next-generation-leader.*

BY BOB HAYES, KATHLEEN KOTWICA AND MARLEAH BLADES

Since January, this column has been dedicated to discussing the skills and talents required to become the security leader of tomorrow. The Security Executive Council has identified and conducted research on the skill sets today's successful leaders should have or have incorporated into their teams: government skills, organizational knowledge, IT security, executive leadership skills, business essentials and emerging issue awareness. (To read the history of emergence for each skill set and to view a self-assessment tool, visit securitysolutions.com) At the end of each column, we included a broad description of the training resources available to help the security professional hone his or her skills in the six knowledge areas. In this final column in the series, we delve into training specifics.

Our list of compiled resources includes training courses, certifications, books, online content repositories and degrees available from professional associations, trade associations, for-profit training organizations, and colleges and universities. The majority of these resources are recommendations from Council members, staff and faculty.

Each resource is categorized by the knowledge area the skill set originates from. If you do not have experience in any one of these areas, the following training resources should help you learn the key elements. Start your path now to becoming a next-generation security leader.

We recognize there are many resources to acquire security knowledge including academic degrees and long-term experience. However, the following table consists of resources that enable the reader to quickly gain insight into these knowledge areas:

■ **GOVERNMENT SKILLS (Gov)**
Expertise or working knowledge in investigations, intelligence, emergency preparedness and response, physical security systems, risk assessment and risk mitigation.

■ **ORGANIZATIONAL KNOWLEDGE (Org)**
Expertise or working knowledge in a specific organization or industry, brand reputation risks, customers and issues, crisis management, corporate culture and policy and awareness.

■ **IT SECURITY (IT)**
Expertise or working knowledge in IT policy, data and privacy protection, system integration, network security, computer and platform security and data forensics.

■ **EXECUTIVE LEADERSHIP SKILLS (Exec)**
Expertise or working knowledge in negotiations, decision skills, cost control, strategic planning, influence and presenting effectively.

■ **BUSINESS ELEMENTS (Bus)**
Expertise or working knowledge in business alignment, finance, business/employee law, business conduct and ethics, measures and metrics and competitive dynamics.
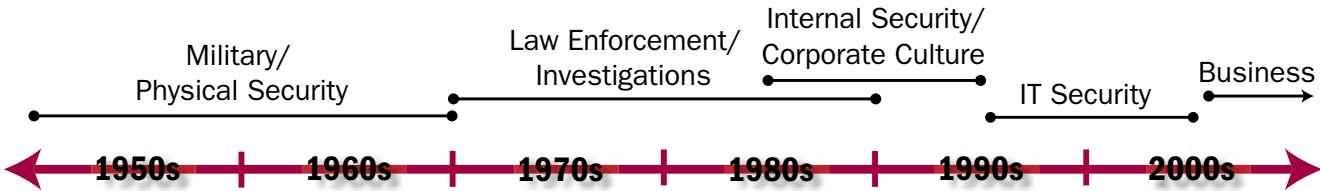
■ **EMERGING ISSUE AWARENESS (Emerg)**
Expertise or working knowledge in laws and regulatory trends, globalization developments, trans-national crime, gray markets, intellectual property protection and cross-sector benchmarking.

The Council plans to post this list and more on its Web site. Visitors will be asked to submit their recommendations. In the meantime readers may send their recommendations to the Council at contact@secleader.com

BOB HAYES is the managing director and KATHLEEN KOTWICA is vice president, research development of the Security Executive Council, a cross-industry professional organization of security executives devoted to advancing strategic security practices. MARLEAH BLADES is senior editor for the Council. Special thanks to LIZ LANCASTER CARVER, member services and projects manager for the Council, for her contributions to this article.

Organizations

▼ RESOURCE	▼ DESCRIPTION ▼	KNOWLEDGE AREA ▼
Dale Carnegie Training	Company providing organization development training.	Bus
Executive Edge	Company providing corporate team building resources.	Bus
Tom Peters Co.	Company providing business management training and awareness.	Bus
Security Executive Council	Membership organization providing research, collective knowledge products and strategies for security success.	Bus; Emerg; IT; Org
Disney Institute for Leadership Excellence	Company providing leadership excellence training.	Bus; Exec
20/20 Executive Coaching	Company providing executive coaching and organizational development.	Bus; Exec
American Management Association (AMA)	Company providing education in business management issues and specialties such as: *Finance and Accounting Skills Seminars · Presentation Skills Seminars · Project Management Skills Seminars · Interpersonal Skills Seminars · Leadership Seminars · Thinking and Innovation Seminars · Strategic Planning Seminars*	Bus; Exec
Forbes	Publishing company providing business news, research and insight.	Bus; Org
Corpedia	Company providing ethics and compliance learning (e-learning).	Bus; Org
The Network	Company providing training, training materials, emergency notification around ethics, compliance and business conduct issues.	Bus; Org
Loss Prevention Research Council	Membership organization providing research and training for members in crime and loss control.	Bus; Org Emerg; Gov
RAND (Research and Development)	Company addressing public/private sector issues, reports, books and training.	Bus; Org Emerg; Gov
Center for Strategic and International Studies (CSIS)	Organization providing research and position papers on global security and policy solutions.	Bus; Org Emerg; Gov
Center for Creative Leadership	Company providing leadership development.	Exec
International Security Management Association (ISMA)	Membership organization for leadership development with programs at: *Georgetown University-ISMA Leadership Program · Kellogg Business School at Northwestern University-Leadership Development Course*	Exec
American Society for Industrial Security (ASIS International)	Membership organization providing security training, certifications, seminars and events, including: *Certified Protection Professional (CPP) exam · Assets Protection Course I – III · Physical Security Professional (PSP) exam · Annual Seminar · Corporate Investigations course · Physical Security: Advanced Applications and Technology Course · Annual Terrorism Conference · Crisis Management Course · Wharton/ASIS Program for Security Executives*	Exec; Gov; Org;
Anacapa Sciences Inc.	Company providing law enforcement and private security training and tools for intelligence analysis such as: *· Data Collection Course · Critical Thinking Strategies Course*	Gov
Association of Certified Fraud Examiners	Membership organization providing training and certifications and networking.	Gov
John E. Reid & Associates Inc.	Company specializing in interviewing, interrogation and investigations training for public and private sector, providing: *Interviewing courses · Interrogation basic and advanced courses*	Gov
Security Industry Association	Organizational membership for security industry, manufacturers, consultants and integrators providing government relations, market research, education and training. *· Organized ISC East and West conferences with Reed Expositions*	Gov
The American College of Forensic Examiners International	Membership organization offering training courses in: *· Evidence · Crisis Coordinator Homeland Security*	Gov
The Centre for Counterintelligence and Security Studies (CI Centre)	Company providing training in counterintelligence, counterterrorism and security.	Gov
Control Risks Group	Company providing training and education, intelligence services, negotiations for hostage release. *· Organizes a kidnap and ransom seminar*	Gov
Building Security Council	Association providing certifications and education around building security issues. Also offers: *· Promoting Logical Unified Security (PLUS) Rating Program*	Gov; Org
Dept. of Agriculture	Government agency primarily responsible for all food-related security standards and training.	Gov; Org
DRI International	Membership organization providing business continuity training certifications.	Gov; Org
Federal Emergency Management Agency (FEMA)	Government agency primarily responsible for planning, response and continuity standards and training.	Gov; Org

Military/ Physical Security — Law Enforcement/ Investigations — Internal Security/ Corporate Culture — IT Security — Business

1950s | **1960s** | **1970s** | **1980s** | **1990s** | **2000s**

Emphasis on various knowledge areas has shifted over the years: From military experience in the 1950s to today's need for a balanced skill-set.

Organizations (cont.)

▼ RESOURCE	▼ DESCRIPTION ▼	KNOWLEDGE AREA ▼
Food and Drug Administration (FDA)	Government agency primarily responsible for food, cosmetics, drug and pharmaceuticals standards and training.	Gov; Org
InfraGuard	FBI and private sector partnership for two-way sharing of information; meetings and alerting services.	Gov; Org
Occupational Safety and Health Administration (OSHA)	Government agency primarily responsible for workplace safety standards, guidelines and awareness materials.	Gov; Org
National Institute of Standards and Technology (NIST)	Government agency primarily responsible for physical and IT standards, training, research, reports and books.	Gov; Org; IT
Black Hat Briefings & Training	An information security event attended by public and private sector that is becoming much more mainstream and valued by the industry.	IT
Information Systems Audit and Control Association (ISACA)	Membership organization for information security practitioners providing: Certified Information Security Manager exam · Information Security Management Conference · International Conference · Webcasts/e-Symposia	IT
Information Systems Security Association (ISSA)	Membership organization for information security practitioners; also offers public whitepapers, Webcasts and online education.	IT
MIS Training Institute	Organization that provides standards, certifications and training in information security.	IT
Owasp.org	Membership organization for open application security community providing training, events, alerts, research and newsletters.	IT
RSA	Company (division of EMC) providing the RSA Annual Conference that is often thought of as an industry standard.	IT
SANS Institute (SysAdmin, Audit, Network, Security)	Organization that provides standards, certifications and training in information security including: *SANS Security Essentials · Computer Forensics Investigation & Response · Intro to Information Security · Securing Windows · Network Security Foundation and Threats*	IT
The National Security Agency/Central Security Service	Features a list of universities across the country that have earned the designation of National Centers of Academic Excellence in Information Assurance Education.	IT
Gavin de Becker & Associates	Company providing advanced threat assessment and management academy.	Org
Hoovers	Company providing business database, reports and research.	Org
Threat Assessment Group	Company providing workplace violence training and services including: *Facilitated Training for Managers and Supervisors · Training of Professionals Who Manage Violence Risks · WPV Team Training · Advanced Case Management · Executive Briefings*	Org
Your corporation's public-facing PR and marketing information, annual reports, etc.	Each corporation publishes a number of reports for internal and external use providing insight into corporate culture, processes and requirements.	Org

Academic Institutions

▼ RESOURCE	▼ DESCRIPTION ▼	KNOWLEDGE AREA ▼
Academic Institutions	Intelligence analysis degree and community certificate programs; government program course development; security management and Homeland security certificates.	Bus; Gov
Lakeland Community College	Certificate programs in security awareness, information assurance, network security design and Linux/Unix security.	Bus; IT
University of Denver	Certification programs in information security and organizational security.	Bus; IT
John Jay College	Corporate leadership program and Chief Security Officer course.	Exec
National Defense Intelligence College	Government agency providing educational and professional career development for military, federal, civilian personnel who are pursuing careers in defense policy and programs, Homeland defense or Homeland security.	Gov
Point Park University	Intelligence and national security certificate programs.	Gov
Southwestern College	Homeland security certificate program.	Gov
Texas A&M	Homeland security certificate program.	Gov
The Institute For Intelligent Studies: Mercyhurst College	Academic undergraduate and graduate degrees in intelligence analysis; certificate programs and training.	Gov
Northeastern University	Certificate programs in information security management and network security management.	IT
Davenport University	Certificate programs in network security, information and computer security.	IT
Eastern Michigan University	Information security certificate program.	IT
Florida State University	Security administration certificate program.	Org

Books and Web Sites

▼ RESOURCE	▼ DESCRIPTION ▼	KNOWLEDGE AREA ▼
"Beyond Fear: Thinking Sensibly About Security in an Uncertain World" By Bruce Schneier	Looks at the ways in which we are encouraged to think about security by law enforcement agencies, businesses of all shapes and sizes and our national governments and militaries.	Bus
"Measures and Metrics in Corporate Security" By George Campbell, Security Executive Council	A workbook to help the security professional, the security manufacturing executive, the systems integrator and the security consultant to identify what should be measured and how to convey information to senior management.	Bus
"Performance Measurement and Control Systems for Implementing Strategy" By Bob Simmons	Provides a way of understanding the core issues and opportunities in business performance measurement (BPM).	Bus
"Corporate Crime Investigation" By Jack Bologna and Paul Shaw	A reference tool for internal auditors, in-house counsel and corporate security professionals who handle crimes, torts and breaches of contract.	Bus; Gov
"Against the Gods: The Remarkable Story of Risk" By Peter Bernstein	A comprehensive history of man's efforts to understand risk and probability, beginning with early gamblers in ancient Greece, continuing through the 17th-century French mathematicians Pascal and Fermat and up to modern chaos theory.	Emerg
"The Black Swan: The impact of the Highly Improbable" By Nassin Nicholas Taleb	This publication examines the influence of highly improbable and unpredictable events that have massive impact.	Emerg
"Presentation Zen: Simple Ideas on Presentation Design and Delivery" By Garr Reynolds	This publication challenges the conventional wisdom of making "slide presentations" in today's world and encourages the reader to think differently and more creatively about the preparation, design and delivery of presentations.	Exec
"The Art of War for Security Managers" By Scott A. Watson	This book shows the use of the application of Sun Tzu in demonstrating how to apply advice originally intended for Chinese generals for the contemporary security manager.	Exec
"Aligning Security Services with Business Objectives" (presentation) By Richard Lefler, Emeritus Faculty, Security Executive Council	Customizable and comprehensive slide presentation developed as a company tool to be more successful and provide a higher level of security leadership to the corporation.	Exec; Org
"Interviewing and Interrogation" By Don Rabon	This publication details processes and procedures that lead to successful investigations and interrogations.	Gov
"The U.S. Army Physical Security Field Manual FM 3-19.30"	A guide for all personnel responsible for physical security training for security personnel. It is intended to be a "one-stop" physical security source for the DoD.	Gov
"The Nonsecurity Professionals Response to Misconduct Allegations" By John D. Thompson	This guides the non-security business professional through the investigative process up to the appropriate time to involve trained investigators. Editions include IT, Audit, HR, Facilities and Building Mgt. and Compliance.	Gov
"Physical and Logical Security" By Brian T. Contos, et. al.	This book offers thoughtful and sensible recommendations that help the reader understand the challenges of the networked world we now live in (post 9/11).	Gov; Org
"Implementing Database Security and Auditing" By Ron Ben Natan	A guidebook on protecting data, managing and maintaining a secure database environment.	IT
"Information System Security Officer's Guide" By Dr. Gerald L. Kovacich	A guide presenting a straight-forward business approach to the topics needed for the information security professional.	IT
"Integrated Security Systems Design and Specification" By M. Khairallah and ASIS International	This book presents an easy-to-follow outline for developing technical requirements, performing the procurement process, and managing the implementation of security systems.	IT
"Managing Information Security Risks: The OCTAVE® Approach" By Christopher Alberts and Audrey Dorofee	This publication provides a systematic way to evaluate and manage information security risks. Illustrates the implementation of self-directed evaluations and shows how to tailor evaluation methods to different types of organizations.	IT
"Security Convergence: Managing Enterprise Security Risk" By Dave Tyson	A book for managers combining of physical security management functions with IT security.	IT; Gov, Org
"Business Continuity Strategies: Protecting Against Unplanned Disasters" By Kenneth N. Myers	This book provides an implementation strategy, guidelines for minimizing development costs and insight into a proven plan development methodology to protect vital facilities and critical operations.	IT; Gov, Org
The Protection of Assets Manual by ASIS International	The manual provides the knowledge and strategic solutions necessary to help professionals meet the security demands of the 21st century.	IT; Gov, Org