Security Leadership Solutions
Executive Council

14 Effective Solutions for Creating Successful Security Programs

30 Second Case Studies from the Security Executive Council

The following are brief case studies that depict solutions using Security Executive Council tools and processes. These are based on what the SEC has gleaned in the last 10 years working with security practitioners. They quickly highlight our collaborative approach to client challenges and opportunities. These cases demonstrate the different ways we can help risk mitigation professionals and their organizations. At the end of this paper don't miss [10 Tips You Can Learn from our Experience with Successful Programs](#).

This is the second report based on research studying successful security leaders and programs. The first one is entitled The 9 Practices of the Successful Security leader, which is available [here](#).

Influencing Senior Management

Show value to a new boss/executive

When two companies merged, the security leaders from each company were asked to make a case for the future state of security at the combined organization. The Security Executive Council helped one of the two—a [Tier 1 Security Leader™](#)—present the full background of his security organization and its strategy, quantify and report the value of what his organization had done, and create a proposal for what they would do in the future; all in a way that was designed to resonate with senior management. That leader soon became head of security for the new, combined organization with a quality strategy for the future in his pocket.

Integrate business goals into security program

A new security executive was charged with making his security department more relevant to the business issues of the company, focusing more on critical business risks and adding value. He asked the Council to conduct an [Enterprise/Security Risk Alignment (E/SRA) review](#), through which we created a strategic plan and a number of program recommendations to achieve the results they were looking for. The new director implemented those recommendations, developed a huge amount of executive confidence, and has now as a result created new guidance documents and new positions and raised business interest and involvement to higher levels.

Run Security like the rest of the business

As businesses go leaner, they are asking more and more security functions to justify all of their activities exactly as other functions are required to do. Security practitioners have asked the Council for resources that can assist them in running security as other functions are run. The Council has provided them the tools to build a services inventory, classify the criticality of services offered, identify customers, quantify cost, and show service capacity. In more than one instance this inventory exercise has helped security leaders avoid downsizing, protect budgets, and secure additional funding.

Defend Programs

Respond to request for metrics to prove value

A long-time Tier 1 Security Leader recognized that his program collected reams of valuable data but didn't know how to turn that information into meaningful metrics that measured their effectiveness and showed their contribution to the organization. The Council worked with this client to develop a comprehensive security metrics program within the organization that identified stakeholders and developed high-priority metrics. Preliminary presentations have resulted in the authorization of new programs, avoidance of downsizing, and expansion of program budgets.

"Re-brand" security
When one company split into two parts, the senior leaders asked all executives and staff to begin thinking of the business differently. The security organization came to the Council asking for help in rebranding themselves as a lean, risk-based and agile function in response to the new corporate concept. The Council conducted an E/SRA to learn how staff and top executives viewed the existing security function, did an inventory of security services, then assisted the security leader in building an executive presentation, messaging and strategy. The result: the function was exempted from promised budget cuts, authorized to hire critical service staff, and elevated to a bigger part of the business function.

Show value of what Security does and provides
A Tier 1 Security Leader's senior management was skeptical of his annual $12 million guard force budget and asked him to justify the expense. At his request, the Council put effort into identifying appropriate performance metrics for a guard force; then developed an RFP and contract that included those metrics. As a result, the company was able to specify the value guard companies had to deliver, and the client could both better manage contractor performance and sway management to allow him to continue with these programs.

Best in Class Security Programs

Keep ahead of trends and stay best in class
Security leaders continually come to the Council asking how their programs can stay, or can become, the best in class of security. The Council draws on the collective knowledge of successful and recognized security veterans and experts to develop comprehensive reports and resources that identify horizon issues and business trends and lay out best practices in response to these queries. For example, when business leaders began to ask for security-specific metrics, Council published the first book on corporate security metrics. Council subject matter experts also worked together to develop a common set of board-level risk concerns and the ties to security risk mitigation strategies; the resulting diagram has been used by more than half of the security leaders the Council works with.

Justify Tactics/Strategies

Determine the most cost efficient strategies
Senior management consistently asks security leaders what the cost of security should be—how cost compares across like organizations. In response, the Council's Security Leadership Research Institute dedicated many years of research to developing its Corporate Security Organizational Structure, Cost of Services and Staffing Benchmark that provides data such as security head count per 1000 employees, program cost, and reporting, among other things. The security industry has never before had this type of reliable baseline data. Since its publication, security leaders have used this benchmark to justify the size of their staff and the types of services being provided. One client notably used the data to show his reporting level compared unfavorably to other organizations, winning increased responsibilities and an expanded budget.

Increase Resources

Increase position levels/salaries for the security team
After asking the Council to develop research that identified the titles and reporting levels of security leaders in his sector, one client presented the final research to his senior management to help them see how their organization's title structures compared in their industry. Management immediately saw that this Tier 1 Security Leader's director title was too low for his position, and he received a promotion to vice president. In another instance,

this research resulted in a member's company broadening the scope of security to include aviation, drug testing pre-employment screening, and supply chain responsibility.

Find a way to cost effectively increase internal expertise
In response to regular requests for staff and leadership training options that covered both business and security knowledge, the Council developed the Next Generation Security Leader executive development program. The Council connected instructors and participants virtually—making the training remarkably affordable for participants. One participant reported that the training resulted in "doors opening for a renewed effort to drop the wall between business units" and stated that "the conversation around enterprise-wide risk management is really happening."

Gather Information/Facts

Know the current state of... security programs; services; technology, etc.
A company was planning to expand into new countries and wanted to determine what due diligence would be required of them by the Foreign Corrupt Practices Act—the security director needed this information fast. The Council quickly created a report that met the company's needs in detail, and it established the client as someone who has the understanding and resources to tackle complex issues, someone who can get information and resources that multiple departments can use to solve business problems. Now, when new problems appear, they go to this client because he knows how to get results very quickly and cost efficiently.

Benchmark with peer companies
A Tier 1 Security Leader's company was preparing to undergo a reorganization that had the potential to negatively impact Security's reporting level. The reporting level benchmarking study developed by the Council in this case helped the security practitioner prevent the downgrade by showing that other organizations recognized security as a function of high importance. This study helped another Tier 1 Security Leader show why his company should have a combined CSO/CISO function.

Partner

Partner for industry change
The Council recognized that the security community lacked an educational program that trained security leaders in business-aligned risk management and security. Because we viewed this type of training as critical for the furtherance of security as a career and an industry, the Council partnered with the University of South Carolina's Darla Moore School of Business to develop and launch the Next Generation Security Leader Executive Development Program. The inaugural course in 2012 had over 170 participants from 6 different countries, all of whom shared, as part of their final project, tangible results that their organization had gleaned from the training. The partnership also resulted in the first ever business case study on a security issue; which will be used in courses taught at the Darla Moore School of Business.

Partner to communicate more broadly
Security leaders at all levels have come to the Council to ask what security solutions are the right ones, or the best ones, to meet their needs. Unfortunately, no resource exists to provide data on real, value-oriented results gained from implementation of the security products on the market. The Council created the Solution Innovations Partner (SIP) program to work with innovative security solution providers to learn to better communicate the business case of their products. One Tier 1 Security Leader was able to easily and

quickly compare executive protection providers and propose the choice to management because the SIP companies were able to clearly present their distinctive competencies and their value.

10 Tips You Can Learn from our Experience with Successful Programs:

1. Don't let the Security Department be invisible to the rest of the organization.

2. Run Security like the business units run their organizations - be accountable for what you offer, who uses it and how you measure effectiveness.

3. Select and develop someone on your staff to handle all interactions with executives in your absence exactly as you would.

4. Operate from a strategy - don't let responses to day-to-day risk issues drive you. It's critical to success.

5. Groom your staff to think and communicate strategically about security.

6. Don't focus on failures; analyze your, and others', successes – what elements made it work? Then replicate that.

7. Understand what expectations senior management has of you and present your case in a way that shows value to the organization.

8. Recognize that if senior management demands benchmarking or metrics, it's likely a sign of loss of confidence. Have the answers before they ask.

9. Develop a clear way to communicate the value proposition for the Security Department.

10. Successful programs have diverse and varied resources. The *most* successful programs have designated resources that help develop executive-level strategies and communications. Contact the Council to see how we can be of assistance to you. Drop us a line to get the conversation going: contact@secleader.com

About The Security Executive Council

The Security Executive Council is a leading problem-solving research and services organization focused on helping businesses effectively manage and mitigate risk. Drawing on the collective knowledge of a large community of successful security practitioners, subject matter experts, and strategic alliance partners, the Council provides strategy, insight and proven practices that cannot be found anywhere else. Its research, services, and tools work to help security leaders initiate, enhance or innovate security programs; build leadership skills; and bring quantifiable value to organizations.

Learn more
Main website: http://www.securityexecutivecouncil.com
Our history: www.securityexecutivecouncil.com/spotlight/?sid=27622

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