

Using Business Research to Increase the Effectiveness of Security Leadership

Understanding the Nuances of Your Constituencies and
Stakeholders, the Benefits and Limitations of
Benchmarking and How to Align Security Programs with
Corporate Culture and Leadership Style

Kathleen Kotwica
EVP, Chief Knowledge Strategist

QUICK Introduction to Security Executive Council

- A problem-solving research and services organization for corporate security and risk markets/professionals
- Develop deliverables for Tier 1 Security Leaders™ (members) and individual consulting projects (clients)
- A Council mission is to help the security industry avoid reinventing wheels and have access to reliable solutions using Collective Knowledge™, a knowledge repository, research and trending

Outline

I. Understanding the Nuances of Your Constituencies and Stakeholders

- Personas
- Customer satisfaction surveys
- Internal stakeholder interviews

II. Peer Research/Benchmarking

- Benchmarks: What it can do, and does not do
- Maturity modeling

•III. Aligning Security Programs with Corporate Culture and Leadership Role/Style

- Understanding the connection btwn organization state of readiness, program maturity and leadership type

Why Add Business Research to Your Repertoire?

Understanding the Nuances of Your Constituencies and Stakeholders

Personas

UW Libraries Patron Personas

The personas described here represent the patrons of the University of Washington Libraries.

Our patrons span a wide range of disciplines and skill levels, but share certain fundamental goals and needs. By focusing on these essential characteristics, these personas embody our users and can help us make decisions about what will best serve the entire patron population.

It's difficult to make an interface that is both simple enough for Beginners and rich enough for expert Researchers. When user needs conflict, these personas can help support design choices by making the costs and benefits of different alternatives more apparent. Different user needs can be prioritized based on:

- The size of that user group
- The value of that particular feature to their goals
- The impact of their research goals on the University's mission

To help estimate the users that each Persona represents, the personas are displayed here along with corresponding population information from the UW Factbook. This correspondence does not always apply, for some undergraduate students may be quite experienced researchers, while some scholars may behave more like beginners when looking for something outside their area of expertise. However it is useful as a rough way of thinking about our patrons.

For most design choices relating to the website, Brooke the Beginner will be the primary persona. Students like Brooke, who are just beginning their academic careers, are a fruitful area for us to focus our design efforts. Aside from being the most populous user group, they stand to suffer the most from unresponsive systems, since they lack subject experience to know what research materials exist, and have little prior familiarity with library systems. Since they will need to use the library more and more over the next few years, they also stand to gain a great deal from a system that matches their expectations and guides them to appropriate resources.

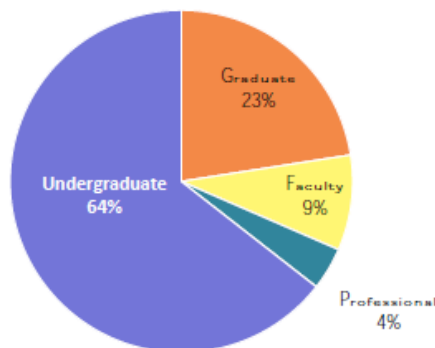
More experienced library users, such as Richard the Researcher and Sharon the Scholar, already have some idea of what research materials will be available; for them, using the Libraries is often simply a matter of locating items they already know about. They will be able to successfully use any reasonable interface, even if it does not entirely conform to their expectations.

Brooke the Beginner

I'd rather use an online article that 'kinda works' than go to the hassle of finding a book in the library.



- New to the research process and academia
- Working on several assignments in different humanities disciplines, but not an expert in any of them
- Will take the first thing that's good enough



UW Libraries Patrons

April the Alumna

I have a library card, why can't I use the research databases?



- Former UW student who now has access to some (but not all) library services
- Remembers extensive resources at the Libraries and would like to use them for a personal project
- Asks for help via email and phone

Richard the Researcher

Accessing full-text articles online is central to my research...but some reference materials aren't online.



- Dedicated full time student with significant knowledge in his area of study
- Working on a long term, in-depth project
- Will pursue all avenues to obtain materials related to his research

Sharon the Scholar

I have to stay current on my field and do the research work...Those are the priorities at a research institution.



- Expert knowledge in her research area
- Ongoing, in-depth projects using primary sources
- Long term user who has already learned existing systems

Paul the Professional

I feel like there's information in all of these drawers, and I don't know which drawer to open.



- Returning to school after several years, still working full time outside of school
- Some subject matter knowledge and strong technology skills
- Very little time on campus, so all research work is done remotely

Source: staffweb.lib.washington.edu/units/ITS/ux/2009-q2/persona-construction/final-personas/powerpoint-posters/overview_persona_poster.pptx/view

Personas

- Develop prototypes; borrowed from marketing and user experience domains
- Created to represent the different types within a demographic (research based) to identify attitude/behaviors to test your program development or marketing ideas against
- Use the particular representations of your demographics to flesh out proposed options (how would persona A react?)

Example we did with Council leadership continuum (next slide):

✓ Learn more:

Develop Personas:

www.usability.gov/how-to-and-tools/methods/index.html

Personas

Leadership Continuum: Types of Members We Assist



This helps us align what kind of help and resources are needed for an individual member or client. For the Security Department it can be helpful to identify internal customer “types” (needs, motivations, attitudes, etc.)

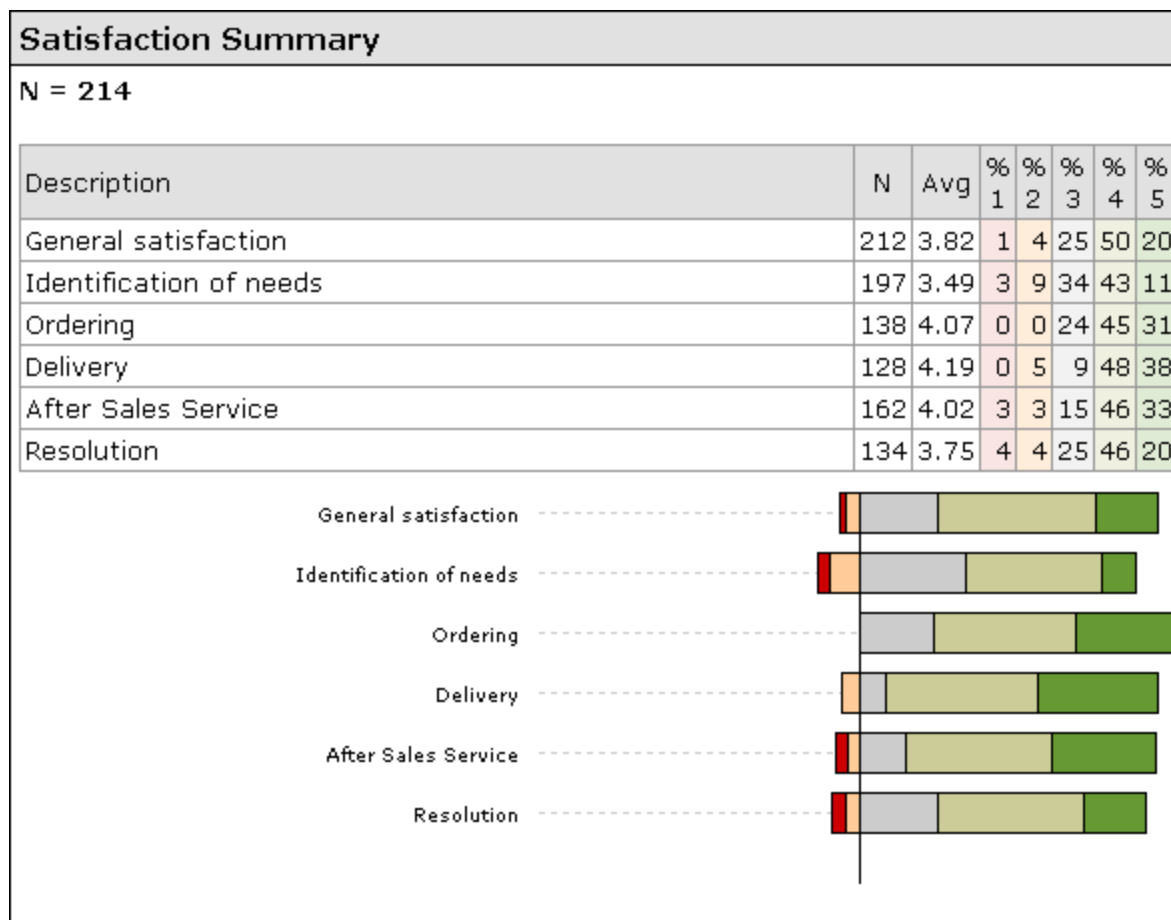
Customer Satisfaction Surveys

- Borrowed from customer service, sales, etc.
- Not always easy to get people to participate: Use win-win. Make them know they are part of the “insight team.”
- Gain insight as to how internal customers perceive security; if not well, take corrective action
- Understand what is working and what is not
- Engage end-users to be a part of the solution
- Roll-up results for senior management briefings

Tips: Keep it simple but be specific
Make questions relevant to their world
Don't offer too many answer options
Have open ended questions for comments

Example of Results Roll-Up

(example not specific to Security)

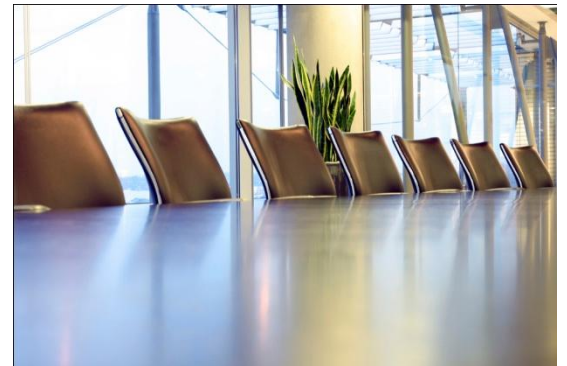


Stakeholder Program Value/Criticality Rating

- Discussions with BU heads as to what security services they use/value
- You are assessing how your internal customers evaluate your “product”
- Create a chart of results – shows executives who values which services (different departments need/value different things)
- Helps BU leaders to understand their security issues and what is being done to mitigate them

Internal Stakeholder Interviews

- Conduct:
 - When exploring “buy-in” or understanding
 - When there seems to be a disconnect (e.g., business goals and security program development)
- Who: Stakeholders by function/ownership
- Craft interview questions “script”



Internal Stakeholder Interviews (2)

- Qualitative analysis:
 - Trending
 - Look for consistencies and inconsistencies
- Benefits: Creates clarity between groups; may assist with buy-in
- Reporting: A formal report with the types of questions asked and answer trends; can include analysis and options based on results

✓ Learn more: Understanding Organizational Stakeholders for Design Success: boxesandarrows.com/understanding-organizational-stakeholders-for-design-success/
(Note: this is web design based but general principles apply).

Stakeholder Interviews In Use

- Identify key business units / staff involved in planning of future business growth opportunities
- Use a broad set of base questions
- Helps identify key areas of corporate focus e.g., growth, reorganization, outsourcing and new business opportunities
- Lays foundation for creating influence in areas of risks and security by discussing potential risks arising from the business discussion

✓ Learn more: Enterprise/Security Risk Alignment:
www.securityexecutivecouncil.com/common/streamfile.html?PROD=223&cti=25834

Peer Research/Benchmarking

The Benefits and Limitations of Benchmarking

While benchmarking can help you understand what like companies are doing, it is a limited view. If senior management is demanding this, there may be a larger issue of trust.

Cons:

- Ad hoc
- Low number respondents = low reliability
- Every security program's situation is different – is the data really applicable?

Pros:

- A sampling of what others are doing; although may need follow-up to untangle the specifics
- Generate ideas

✓ Learn more: “Garbage In” Can Cost You Your Job:

www.securitymagazine.com/Articles/Column/BNP_GUID_9-5-2006_A_10000000000000935838

Maturity Model

Through research the Council has developed a security program maturity model:

Comprehensive security programs start at level 4 maturity model

L e v e l s	1. Start-up or initial service
	2. Repeatable, consistent service
	3. Defined/documented service
	4. Enterprise-wide integration & value measured
	5. Innovation to meet business transformation

Aligning Security Programs with Corporate Culture and Leadership Style

Organizational Alignment

Using many of the research techniques discussed, the Council has created an assessment process named OPaL:

Organizational Readiness

Program Maturity

and

Leadership Type/Situation

✓ Learn more: OPaL Executive Summary:

www.securityexecutivecouncil.com/knowledge/index.html?mlc=506&tsl=589&sk=OPaL&go.x=0&go.y=0

Leadership Type/Situation

The following list of leadership types are based on research of Council Tier 1 Security Leaders™



Why Add Business Research to Your Repertoire?

- Would you rather have a faith healer or a trained surgeon operate on you? Your decisions should be based on current research, not on opinion or intuition
- We are all sales people



Final Notes

- Use (borrow) techniques other functions have already found useful
- Do not become complacent! Continue to research and learn about the business and your customers
(See: Reestablishing Security as a Critical Partner within the Organization:
www.secleader.typepad.com/qanda/2010/11/reestablishing-security-as-a-critical-partner-within-the-organization.html)
- A formal “marketing” plan for your program is important (one of the Council’s Nine Practices of Successful Security Leaders based on practitioner interviews)

Questions or comments?

Email: contact@secleader.com

About Us

The Security Executive Council (www.securityexecutivecouncil.com) is a leading problem-solving research and services organization focused on helping businesses build value while improving their ability to effectively manage and mitigate risk. Drawing on the collective knowledge of a large community of successful security practitioners, experts, and strategic alliance partners, the Council develops strategy and insight and identifies proven practices that cannot be found anywhere else. Our research, services, and tools are focused on protecting people, brand, information, physical assets, and the bottom line.

The Council's current research and solution development is focused on six strategic initiatives:

- The industry's largest knowledge base for transformational innovation and program success
- C-Level executive communications and influencing strategies
- Academic influence and research
- Security leadership success
- Industry publications and recognition
- Enhancing IT and corporate security leadership synergies