

OPaL+

For over ten years the Security Executive Council (SEC) has been assisting top leaders in security risk management advance their security programs and careers.

After years of conducting **research and analyzing** what makes certain people and programs **successful**, the SEC identified the **critical factors** that play a role in whether plans **for advancement or enhancing programs** in any given organization become achievable. The SEC calls these factors OPaL+.

Surprisingly, its not all about having the most resources. Beyond all else, an understanding of how the pieces that make up Opal+ interact and affect security programs and strategy was a deciding factor in program success.

The following briefly describes OPaL+ and how it can be used to advance your security programs and career.



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OPaL+

OPaL+ is an acronym for the following factors identified by the SEC:

Organizational State of Readiness

Program Maturity

Leadership Continuum

+ Corporate Culture;
and Organizational Risk Appetite



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Organizational State of Readiness



Program Maturity



Leadership Continuum



+ Corporate Culture;
and Organizational Risk Appetite



Our research shows an awareness of and strategy for each element is crucial to:

- Advance the success factor of the Security program;
- develop security leadership aptitude and flexibility;
- and advance organizational readiness (the organization's perception of security's role).

SEC

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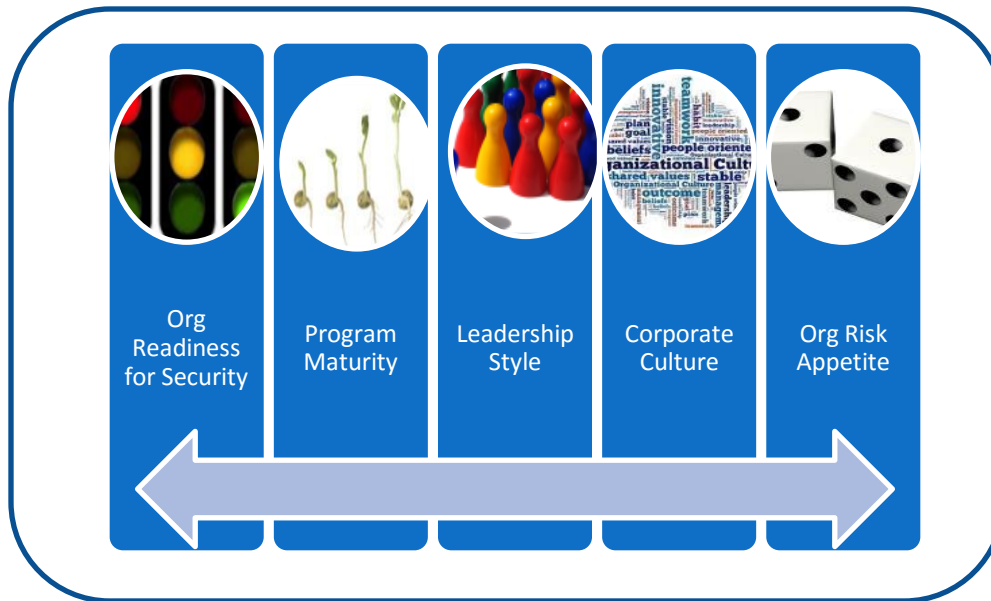
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OPaL+: Why?



Understanding the interplay of these factors helps you have the most impact on the organization by knowing where you are and mapping where you want to be.

OPaL+: Why?



We often don't have time to think about this on a day-to-day basis. But those who have, either overtly or even subconsciously, tend to be more successful.

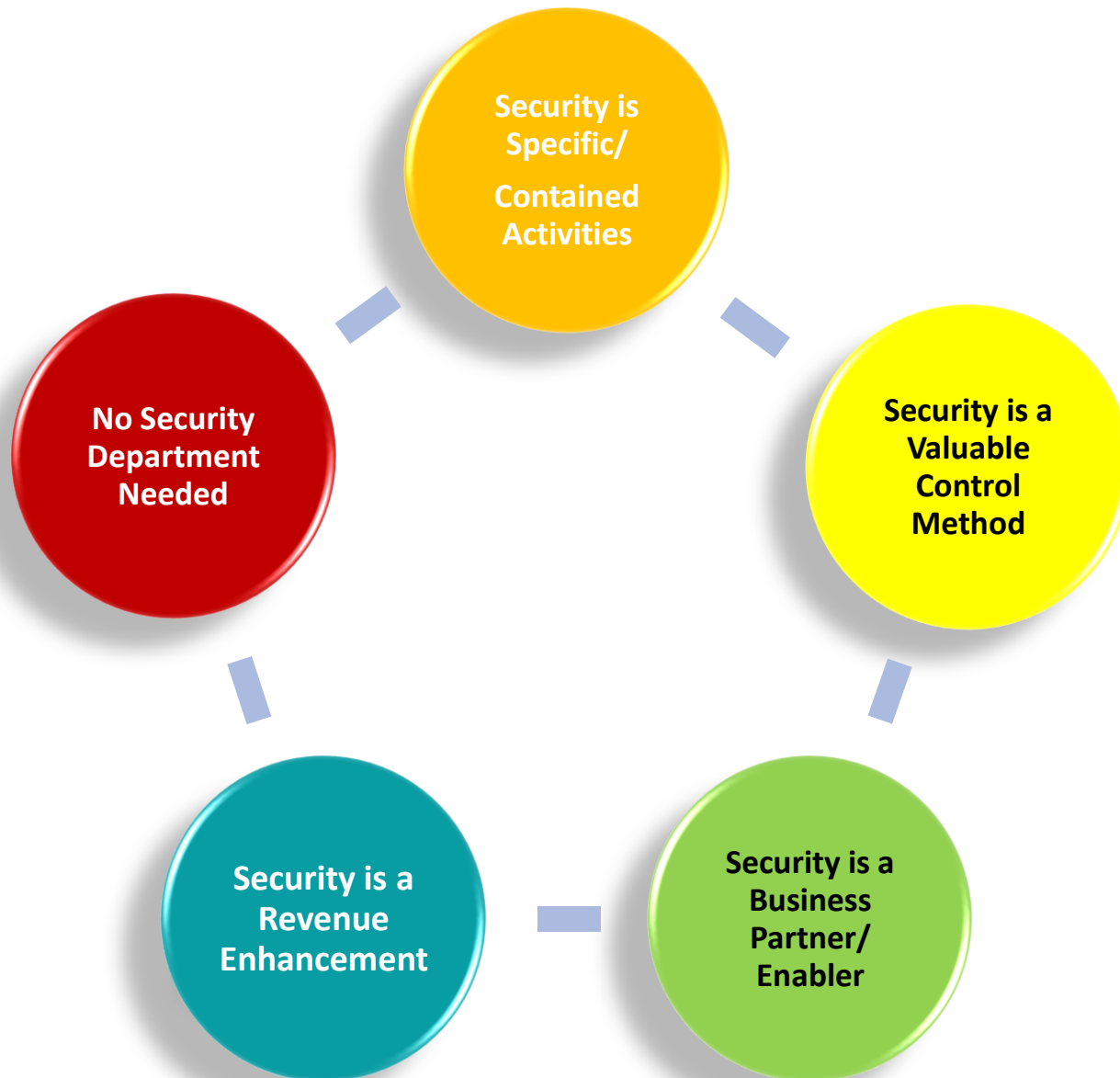
It is important to note, all of the elements you see listed on the slide are on a continuum. Position within a continuum can move back and forth based on situations.

OPaL+

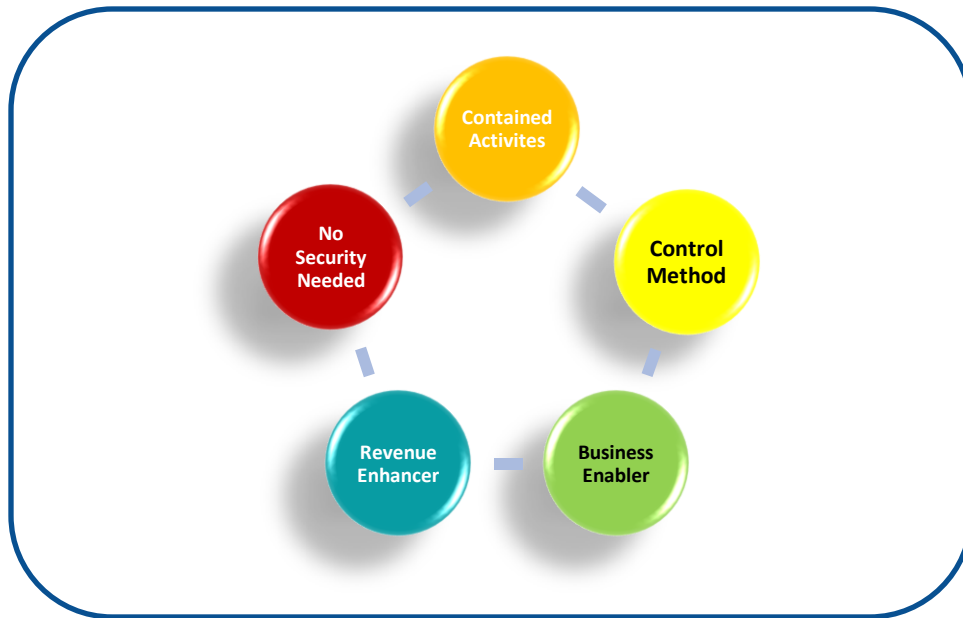


Lets examine some of these factors in more depth...

OPaL+: Organizational State of Readiness



OPaL+: Organizational State of Readiness

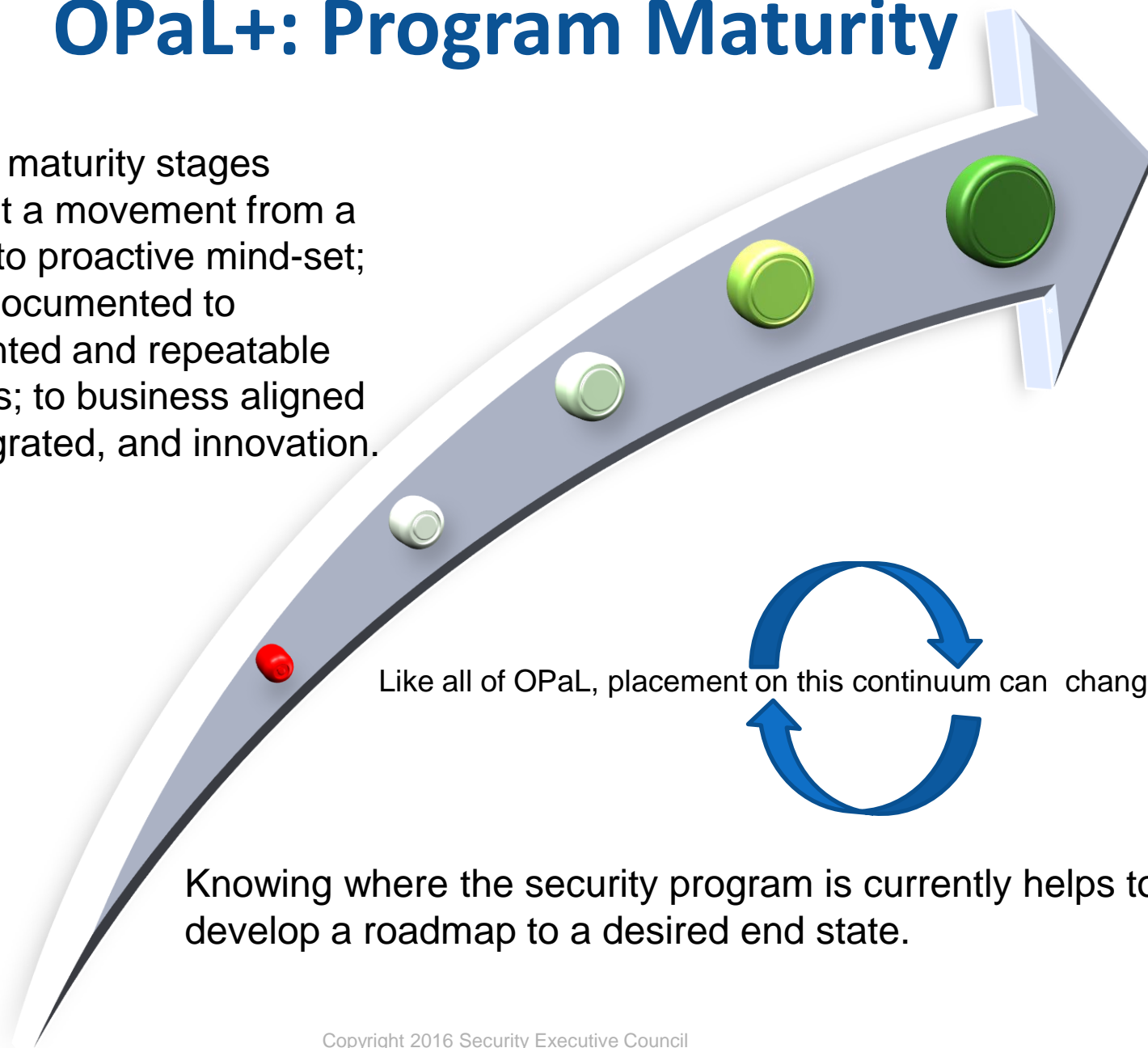


What do we mean by “state of readiness” for Security?

This is the “view” the organization (by functions or individual people) has for what the security function or program represents. In other words what security means to your internal customers.

OPaL+: Program Maturity

Typically maturity stages represent a movement from a reactive to proactive mind-set; from undocumented to documented and repeatable programs; to business aligned and integrated, and innovation.



Knowing where the security program is currently helps to develop a roadmap to a desired end state.

OPaL+: Leadership Continuum



When it comes to the leadership continuum we are not talking strictly about security knowledge or experience alone but rather figuring out how to successfully work in the environment and adapting to the organization.

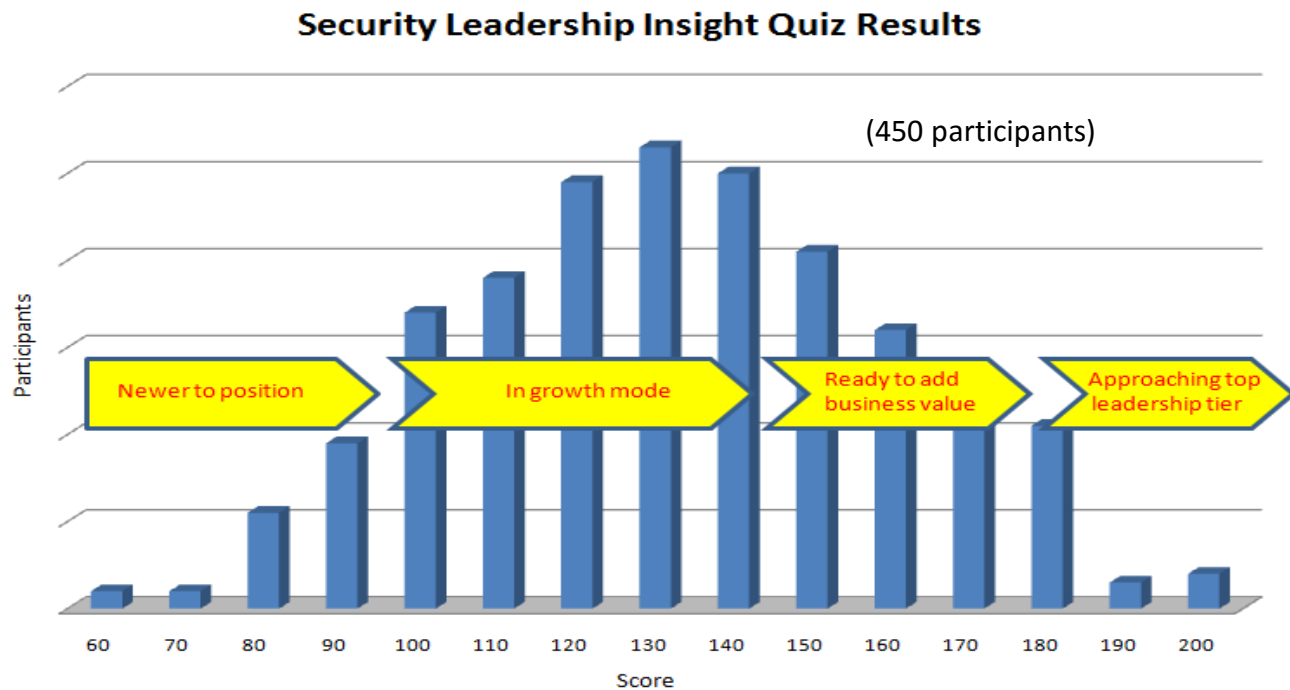
Your place on the leadership continuum can be affected partially on your experience, BUT...

it is always influenced by organizational readiness.

OPaL+: Leadership Continuum



A practitioner can be a blend or move back/forth depending on situations



OPaL: The “+” Corporate Culture and Risk Appetite

Corporate Culture Examples:

- All About the People
- Analytical/Logical
- Utilitarian/Just Get the Work Done
- Reserved/Guarded
- Innovative
- Parental



Executive Drivers Examples:

- All about the revenue/cost of doing business/numbers
- Human resource driven
- Regulation/policy/contract driven
- Innovators/best in market
- Customer-centric
- Split personality (e.g., M&As, specific products)
- Technology/research/trade secrets
- Fighting for survival

Risk Appetite Levels:

- Averse
- Cautious
- Tolerant
- Reckless



OPaL: The “+” Corporate Culture and Risk Appetite

Corporate Culture impacts how you need to communicate your programs and strategies.

Executive Drivers impact how you plan/ execute your programs and strategies.



Risk Appetite affect what programs and strategies are important to the organization's leadership.



OPaL+: Connect and Align the Elements



- The OPaL+ exercise informs business strategic planning and future states.
- All the elements are interconnected. Seek to understand the current “permutation” and foresee the future – set change in motion.
- All the factors are continuums and a position within a factor is never static – it can be easily affected by changes within the organization.

Understanding how OPaL+ works and how it describes your operating environment will have a positive affect on your ability to achieve your strategic goals. Contact The Security Executive Council for your OPaL+ assessment.