



Collaborative Consulting Services

The Security Executive Council's (SEC) collaborative consulting services draw on the expertise and experience of successful former security executives and our pioneering relevancy-based research to deliver insight and assurance. Qualifying security executives can become part of our Tier 1 Security Leader™ program. You will benefit from additional features such as one-on-one discussions with former CSOs, peer networking, and access to a library of time-tested resources.

Our services categories:

- Business alignment and strategy
- Measuring performance and demonstrating value
- Executive communications and branding security
- Enhancing security programs for maximum value
- Staff and leadership development
- Industry benchmarks and research
- Risk/threat assessments
- Governance and documentation

*SEC delivers a
business-based
approach to running
Security*

How do we do this?

- Conduct program, leadership, and resource assessments
- Evaluate people, processes, and technology for alignment and performance against known risks
- Interview key leaders and organizational stakeholders
- Design organizational roadmaps that fit mission and situational risk needs
- Collaborate with and coach teams to develop their value story
- Identify duty-of-care, regulatory compliance and/or ROI for business case verification

Why the SEC?

The collective experience of the SEC has led us to an assessment system that helps us pinpoint your best options. We consider your industry, risk factors, desired programs, previous history of Security and your unique organization, including its risk appetite and corporate culture. We have worked with hundreds of

companies and have observed the challenges practitioners confront (common ones listed below*). Our mission is to develop successful leaders and programs.

* Security Leader Challenges	Our Proven Solutions
<p>We're taking on a new line of business; We have new executive management; Security does not have a seat at the table; The entire enterprise is undergoing a review; Security's goals and objectives aren't aligned with the company's; I am new to the CSO role.</p>	<p>Enterprise/Security Risk Alignment This process involves both security and key stakeholders to achieve security risk mitigation alignment, understanding, and added value to the organization.</p>
<p>We don't have a program or services in this area; We believe our program is good but want to see if we can be better and/or compare to best in class; We just had a significant failure and management is expecting an extreme makeover; This responsibility was just transferred from another function to security; We just merged (or split off) from another company and need to identify what will work best in this new environment.</p>	<p>Security Program and Services Creation/Enhancement Because of our ongoing involvement with many companies and their leaders and our research-based approach, the SEC is extremely well positioned to help assess, create, enhance, or rebuild security programs and services in any organization, industry or sector. Programs include: personnel protection, security officer, GSOC, technical physical security, operations protection.</p>
<p>The organization thinks Security is guns, gates, and guards; Senior management doesn't understand the range of services and capabilities of the security department; Security staff has trouble explaining what the department does and its value; Security and risk management messaging are constantly changing and not uniform throughout the organization.</p>	<p>Executive Communication Program This process helps Security tell its "story" to senior management. This includes translating activities and risk mitigation services in a way that resonates with many audiences, including the Board and senior management.</p>
<p>Security does not have a metrics program; Security does not have a respected metrics program; Security is unable to quantify the value of the program; We want to measure what Security provides year over year; We need to justify program cost and a business case for more resources.</p>	<p>Security Operational Metrics This process creates security metrics that measure key risks, value, and performance to help Security identify ROI and create internal influence. This process can include an initial self-assessment of measures and metrics practices and gaps.</p>
<p>The company has asked security to identify and rank the organization's security services; This is a new program; Security has been asked to reduce costs by "X%"; A new boss wants to understand the value of the security department within the organization.</p>	<p>Internal Value Analysis (IVA) This process collects, identifies, analyzes, and reports security services and measures their business value. This enables Security to determine the cost per service per customer; then Security can measure current capacity against current resources.</p>
<p>We need security staff to think more strategically; I haven't found the right educational resource that combines security best practices with business theory; I want to find a way to engage with like-minded security leaders.</p>	<p>Next Generation Security Leader (NGSL)[™] Program The SEC's NGSL program was developed to arm security practitioners with the business and security leadership acumen necessary to propel them and their teams to the next level of strategic performance.</p>
<p>Security has been asked to benchmark Security against peer companies; We need to show the value of Security; Security needs more resources; A management consulting firm conducting an industry cost comparison has said our security costs are higher than any of our peers - how do I explain this? How can I stay on top of emerging trends?</p>	<p>Security Program Research and Benchmarking We conduct security program research that uses an iterative process to compare apples-to-apples. Benchmarks focus on leadership, security budgets, programs, services and staffing. Another research option is to conduct internal "confidence" surveys to assess understanding, buy-in and confidence in services offered or where correction is needed.</p>

<p>Security is lacking documentation on programs, policies, and procedures; We need to justify a large portion of funding for the corporate security program; We need to demonstrate the basis for why Security does what it does.</p>	<p>Governance, Policy and Documentation SEC will coalesce laws and regulations that relate to security that are pertinent to your industry. This will be combined with voluntary compliance and industry standards to create a baseline security program. This baseline creates a defensible program should an incident occur.</p>
<p>We need to better understand what risks we have and how they affect the corporation; Security needs to improve the speed to react to risks; We need to better define what needs to be protected and who/what are the threats and vulnerabilities; Our security controls are somewhat disorganized and disjointed.</p>	<p>Integrated Security Management Framework We will assist in cataloging key risks and security controls and identify goals in order to develop a management system to meet the organization's security needs on an ongoing basis.</p>

Some of the tools and concepts we developed for use in our services:

- Security Legislation, Regulations, Voluntary Compliance and Standards Harmonization
- OPaL+: Organizational Readiness, Program Maturity and Leadership Continuum Assessment
- Branding/Re-Branding Security
- Board Level Risk™ Model
- Unified Risk Oversight™ Model
- Security Program Maturity Model/Assessment
- Security Metrics Self-Assessment
- Security's Value Potential Assessment
- Corporate 10-K Analysis

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