

*Acting the Part:  
Required Non-Technical Skills for  
Security Managers*

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# The ABCs of New Security Leadership<sup>#</sup>

## OUT

- FUD
- Blame games & fall guys
- Tech talk & copspeak
- Silos
- Infosec as security guards
- Techies / Geeks

## IN

- Metrics and ROSI
- Risk Management & shared accountability
- Business language, communications, & collaboration
- Holistic security
- Infosec as Intelligence Officers
- “People” People

<sup>#</sup> From CSO Online Fundamentals (  
[http://www.csoonline.com/fundamentals/abc\\_leadership.html](http://www.csoonline.com/fundamentals/abc_leadership.html) )

# Required Skills

- Leadership
- Communications
- Human Relations / Psychology
- Sales / Marketing
- Business & Economics

# Leadership C's

- Collaborate
- Communicate
- Coach
- Care
- Confidence
- Continue to learn

# Leadership

1. Attitude is everything
2. Know yourself and be yourself
3. Keep others informed
4. Seek responsibility and be accountable
5. Be technically proficient
6. Make sound and timely decisions
7. Set the example
8. Know your people
9. Be willing to compromise
10. Watch your ego

# Confidence

## **10 Techniques to appear Self Confident**

2. Firm handshake
3. Eye contact
4. Posture – STAND UP
5. Body movement and gestures (fig leaf, etc.)
6. Breathing
7. Voice – pitch and tone
8. Rate of speech – pace
9. Listening – concentrate on actively listening
10. Speech control – Stop, think, speak
11. Smile – enjoy it, even if you don't

# Communications / Collaboration

- Learn to speak
  - Prepared
  - Impromptu
- Learn to write
- Practice both

# Key Speaking Principles

- Speak with Passion from the Heart
- Touch Audience
  - ❖ Physically
  - ❖ Emotionally
- Project Confidence
- Be Upbeat, Enthusiastic, and Energetic
- Smile, Chuckle, Laugh, and Joke
- Maintain Eye Contact
  - ❖ 95% of the time
  - ❖ 3-5 seconds
  - ❖ Sweep the corners
  - ❖ Talk to one person at a time
- Use Large Meaningful Gestures
- Inject Purposeful Pauses
- Vary the Voice
  - ❖ Pitch(High-low)
  - ❖ Pace(Fast-slow)
  - ❖ Power(Yell-whisper)
- Move- *“Get your feet out of concrete”*
- Adapt Presentation to Audience
- Share Personal Anecdotes
- Incorporate the **“X Factor”**-Something Memorable
- Be Willing to take Risks
- Use Quotations
- Use “Strange” Voice
- Incorporate Facial Expressions
- Don’t Read From the Slides or a Manuscript
- Call People by Name
- Show Excitement
- Use Good Visual Aid
  - ❖ Colorful
  - ❖ Key Words
  - ❖ Max. 7 lines and 7 words per line
- Maintain Good Posture
- Dress Professionally
- Start and End Strong
- Practice Aloud



# Human Relations /Psychology

- Be Real and Be Yourself
- R U a Lovecat?
- Win Friends and Influence People

## Six Way to Make People Like You

- Become genuinely interested in other people.
- Smile.
- Remember and use other people's names.
- Be a good listener.
- Talk in terms of the other person's interests.
- Make the other person feel important.

From How to Win Friends and Influence People

# Be a Leader: Change People without Offense

- Begin with praise and honest appreciation.
- Ask questions instead of giving direct orders.
- Use encouragement. Make the fault seem easy to correct.
- Make the other person happy about doing the thing you suggest.

From How to Win Friends and Influence People

# Sales / Marketing

- **Arouse in the other person an eager want.**
- Find a need and fill it
- Take your customers viewpoint

# Business / Economics

- Ross Anderson, Economics & Security  
Resource Page:  
<http://www.cl.cam.ac.uk/~rja14/econsec.html>
- Workshop on the Economics of Information  
Security (WEIS 2006):  
<http://weis2006.econinfosec.org/>

# Other Resources

- BusinessBalls – <http://www.businessballs.org/>
- Changing Minds – <http://changingminds.org/>
- Leadership Now –  
<http://www.leadershipnow.com/>
- The CEO Refresher –  
<http://www.refresher.com/ceo.html>
- Presentation Pointers –  
<http://www.presentation-pointers.com/>
- Toastmasters – <http://www.toastmasters.org/>