



The Holy Grail

Obtaining and Maintaining Executive Support

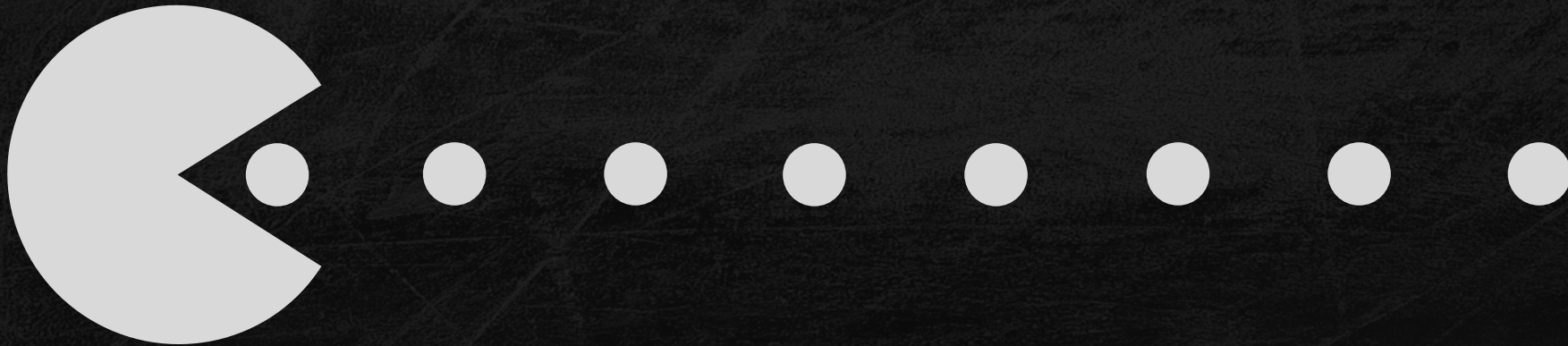


Perry Carpenter
Chief Evangelist & Strategy Officer
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An overused, but still true, quote...

"Culture eats strategy for breakfast."

— Peter Drucker, Management Consultant,
Educator and Author





Perry Carpenter
Chief Evangelist & Strategy
Officer

About Perry

- MSIA, C|CISO
- Author of *Transformational Security Awareness: What Neuroscientists, Storytellers, and Marketers Can Teach Us About Driving Secure Behaviors*
- Former Gartner Analyst leading research and advisory services to CISOs, Security Leaders, and security vendors around the world
- Led security initiatives at Fidelity Information Services, Alltel Telecommunications, and Wal-Mart Stores
- Lover of all things:
 - Security
 - Psychology
 - Behavioral Economics
 - Communication Theory
 - Magic, misdirection, and influence



How is your story
being told when
you don't have a
seat at the table?

Is your audience
drowning in data
and missing the
point?



Do you even know the point?

Capturing Executive Attention



Using a SMARTER Goal-setting Framework



Specific



Measurable



Actionable



Risky



Time-keyed



Exciting



Relevant

* SMARTER goals: <https://michaelhyatt.com/activation-triggers/>

Be on the lookout for ways to:

- Align your program to the organization's strategy, mission, and initiatives.
- Tie your program to compliance requirements.
- Use current events and stories about organizations that are similar to yours in terms of industry, size, or other demographic characteristics. Note: Be careful not to do this in a way that will be perceived as alarmist or as fearmongering.
- Map your program to established industry best practices (such as the NIST Cybersecurity Framework, the National Association of Corporate Directors guidance on cybersecurity, and so on).



Consider an OKR Format for Framing Your Goals

Objective (O): Reduce our overall phish test failure percentage from 22 percent to 2 percent in the next 12 months.

Key Result (KR): Conduct a baseline phishing test to assess the organization's current level of phishing resiliency.

Key Result (KR): Work with relevant teams to approve and schedule multiple phishing testing scenarios each month.

Key Result (KR): Ensure that phishing tests are paired with just-in-time training opportunities or are followed up quickly with learning/correction opportunities.

Key Result (KR): Assess and positively engage employee segments who are consistently more susceptible to phishing.

Key Result (KR): Develop gamification, reward, and recognition programs to create positive energy and positive social pressure.

Source: Transformational Security Awareness: What Neuroscientists, Storytellers, and Marketers Can Teach Us About Driving Secure Behaviors by Perry Carpenter

John Doerr's book on OKRs (Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs) is highly recommended



Brainstorming Worksheet for Gaining Support

Stakeholder Name	Title and Department	Stakeholder's Primary Business Drivers and Needs	Potential Stakeholder Concerns, Questions, etc.	Departmental Benefits If the Program Is Successful	Benefits to Stakeholder If the Program Is Successful	Other Notes and Comments
Jane Doe	Head of _____	<p>What is Jane's core business?</p> <p>How is Jane's success measured?</p>	<p>How might elements of your program feel like they work against Jane's core mission and values?</p> <p>Might elements of your program feel like they take focus from areas that Jane is measured against?</p>	<p>How might elements of your program make Jane's department look good?</p> <p>How might elements of your program help Jane's program perform better?</p> <p>How might elements of your program help Jane's department link to a greater organizational mission or support a broader goal?</p>	<p>How might elements of your program increase Jane's social currency?</p> <p>How might elements of your program help Jane's career?</p> <p>Can this help Jane feel connected with a greater cause?</p>	<p>Additional pre- or post-meeting thoughts go here.</p>

Source: Transformational Security Awareness: What Neuroscientists, Storytellers, and Marketers Can Teach Us About Driving Secure Behaviors by Perry Carpenter

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Mary H.	Head of Application Development	Needs developers to create solid code. On budget. On time.	May fear that training initiatives will take focus and time away from production activities and timelines.	<p>Application developers will be more aware of the ways that attackers find and exploit vulnerabilities. They will be more conscientious as they develop applications and peer review code.</p> <p>As a result, there may be fewer security-related issues flagged during the Q&A cycle.</p> <p>There will also be fewer issues found during vulnerability scans.</p> <p>Fewer exploitable bugs make it into production.</p>	<p>The stakeholder will ultimately run a department filled with security-conscious coders who are known for developing reliable, secure code.</p> <p>Coders also see the stakeholder as someone who is enabling them to learn new skills and enhance their careers.</p>	<p>During meetings with Mary, we noticed that she feels like this is the "right thing to do"; but has a number of production timeline commitments. She wants to wait until Q3.</p> <p>Can we potentially help evangelize this training and the benefits to the CIO so that she feels greater executive support?</p>
Aliana R.	EVP of Legal					
Mark J.	VP of Marketing					
Name	<u>Title of Department</u>					
Name	<u>Title of Department</u>					
Etc.						



Think about the
difference
between
an **event** and an
ongoing effort...

... and the difference between a **sprint** and a **marathon**

Another way to look at it



Compound



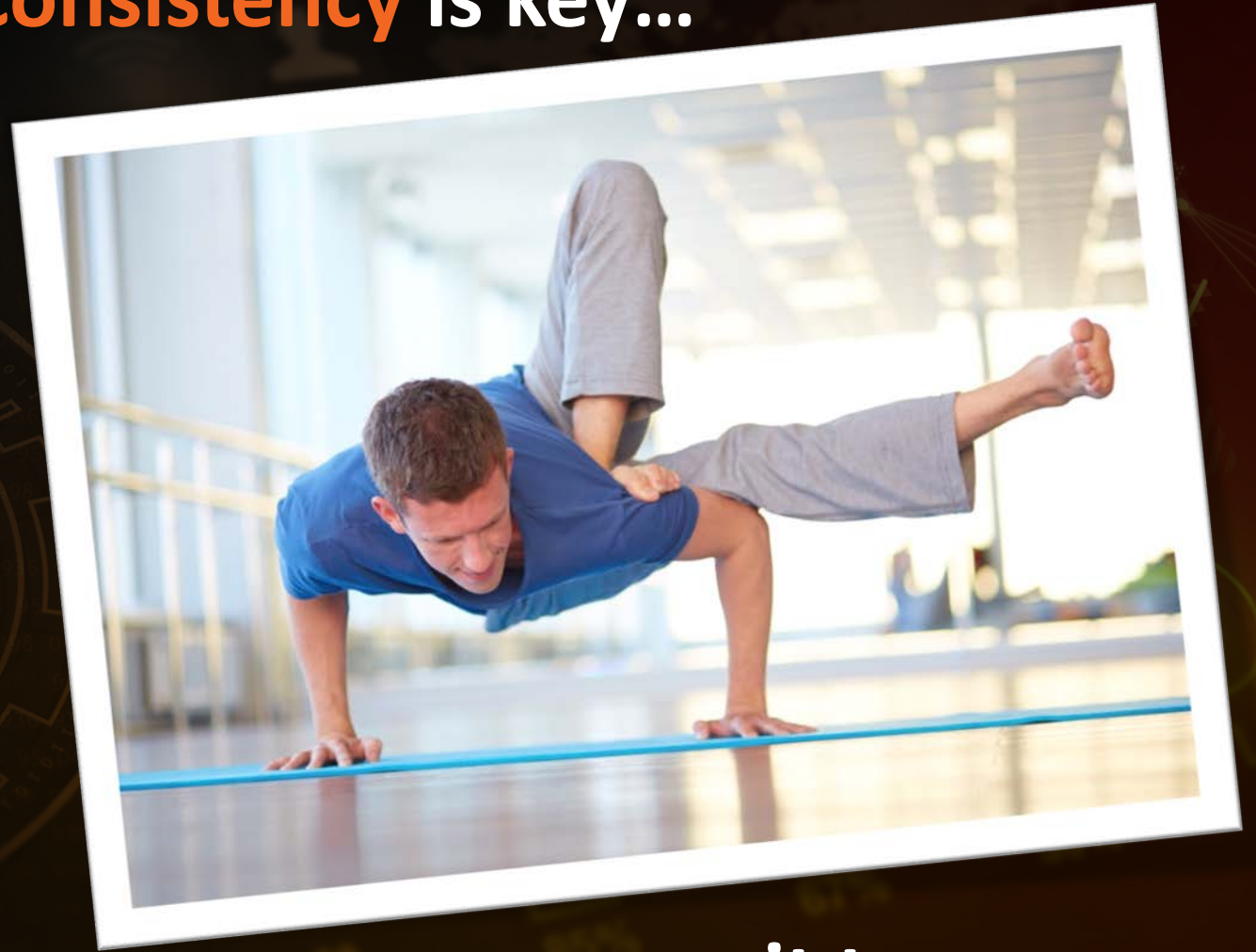
Time and Consistency Make a **BIG** Impact



A Few Thoughts on Measurement

Be a realistic
optimist!

Consistency is key...



...commit to **persevere**



KnowBe4
Human error. Conquered.

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