

360° SECURITY LEADERSHIP: UNDERSTANDING NOW FOR THE FUTURE

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“The difference in our success or failure is not chance, but choice.


Because when adversity strikes, it’s not what happens that will determine our destiny; It’s how we react to what happens.”

Mac Anderson
Finish Strong





WHERE DO WE START?

- The changing landscape of the security profession
 - Preparing now for the future
 - 360° Security Leader
 - Outward Focus
 - Inward Focus
 - Staying Positive!
- 



THE NAME OF THE GAME IS CHANGE

- The world is changing on a scale and pace that is unprecedented
- The world of security is changing too
 - Our business, protecting vital national security assets, is getting more complicated and challenging every day
- Single take-away from this morning:

“The security profession requires 360° thinkers, people able to adapt to succeed in the new environment we live in now and in the future.”

William R. Kotapish
Former Security Director, CIA



THE CHANGING LANDSCAPE

Nothing is more important to National Security than the making and the conduct of good security policies and timely, accurate, objective and relevant intelligence.

- Director of National Intelligence Vision 2015
Persistent/Emerging Threats
 - WMD
 - Terrorism
 - Cyber Space
 - Narcotics
 - Counterintelligence
 - Rogue States
- 



“Intelligence value today arises from how fast we can gather, understand and move information to create

DECISION ADVANTAGE

*for our civilian and military leaders - - -
not by how much of it is locked in a safe.”*


Dr. Joel F. Brenner
Former National Counterintelligence Executive



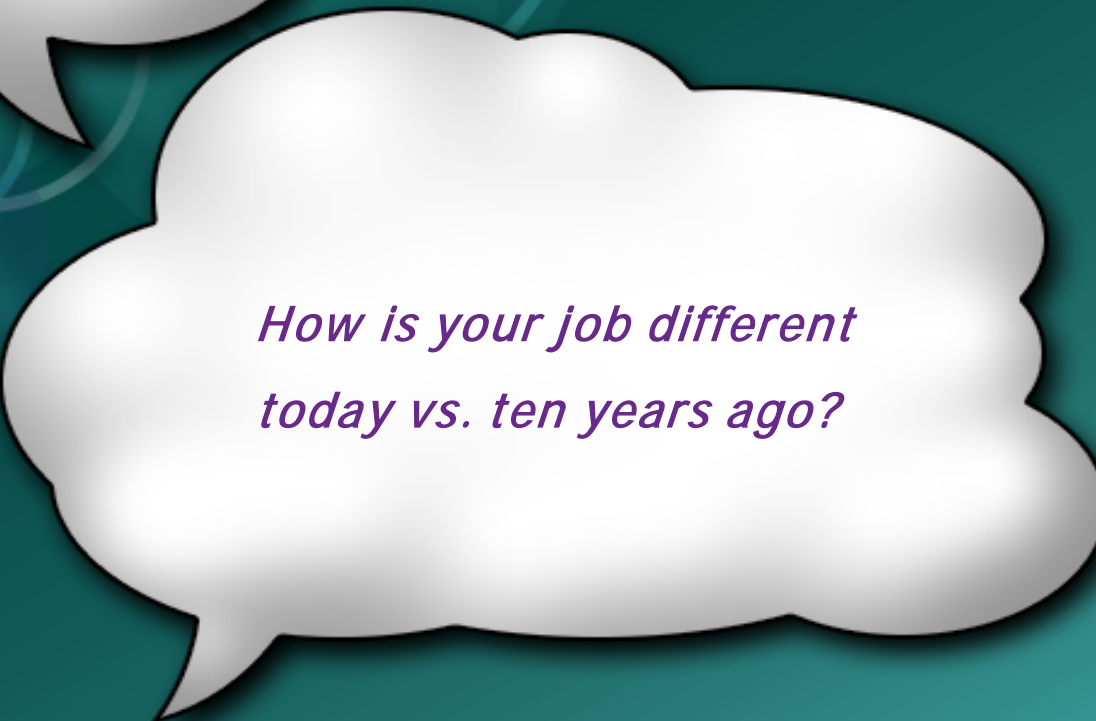
Where Does Security Fit In?

EVERYWHERE!!

**Therefore We Need A 360°
Perspective...**




*What are the challenges
you face in
the security profession?*



*How is your job different
today vs. ten years ago?*



CHALLENGES WE FACE

- Selling security to the non-security professional
 - Ability to forecast security needs
 - Overcome being typecast
 - Procurement of resources to deliver the mission
 - Maintaining a counter-intelligence focus in a counter-terrorism environment
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360° SECURITY LEADERS TURN CHALLENGES INTO OPPORTUNITIES...

*Security is a paradox.
The more it succeeds,
the less important it appears.*



THE 360° SECURITY PERSPECTIVE

- Mission driven – with a balanced perspective
 - Sees every security environment as unique
 - Enables operations – an acceptable level of risk at an acceptable cost
- Embraces intuitive & situational awareness
- Delivers Value


“No one cares what you did for them yesterday so every day is another day to demonstrate value to the organization.”

Rob Rogalski
Corporate Director of Security & Safety
RAND Corporation



PREPARING NOW FOR THE FUTURE


CONVERGENCE

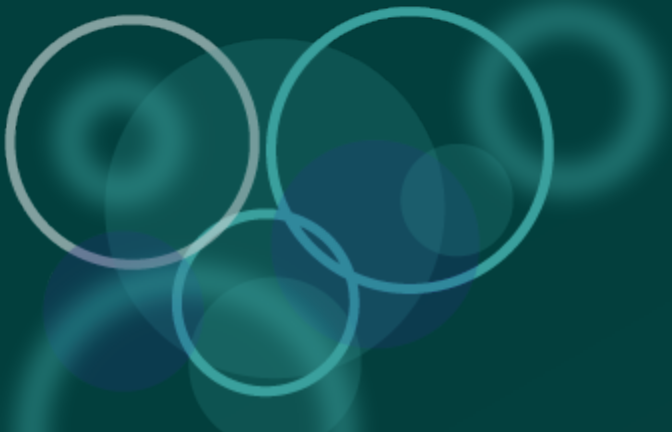
- We're all implementing different aspects of security in an era of overlapping interfaces
 - Leverage of common infrastructures to address several areas of risk at once
 - Streamline repeatable processes, employ technology
 - Information & Physical Security
 - Counterintelligence & Cyber Security
 - We need security professionals who are...
 - Multi-disciplinary in expertise
 - Business & program generalists with a broad understanding of *all* aspects of protection
- 



PREPARING NOW FOR THE FUTURE

ADAPTABILITY

- In the face of difficult economic times, prioritize based on risk – you cannot protect everything
 - Making the business case – Security as a “shared cost” across the organization; phased expenditures
 - Have the right people – when budgets are cut, so are staff; talent management
 - Outsource wisely – cutting costs; bring in a proven skill set
- 



“Leaders who navigate do more than control the direction in which they and their people travel.


They see the whole trip before they leave the dock – seeing farther, seeing more and seeing it before others see it.”

John Maxwell
Leadership Promises for Every Day







360° SECURITY LEADER OUTWARD FOCUS

- **Global perspective**
 - **Mission driven**
 - **Creative thinking – We need both pragmatics and visionaries**
 - **Business acumen – translate whatever it takes to deliver security into their language**
 - **Politically astute – credible & fair**
 - **Consensus Builder**
- 



DON'T REACT - LEAD

- Gain a seat at the management table
 - Be seen as a resource beyond security requirements
 - Build alliances
 - Do not play the blame game with management - you are them!
 - Move from blame to ownership
 - Who owns the problem? We all do!
 - Coach & mentor program personnel
 - Spread security responsibility throughout the organization
- 



“Management wants to ‘see’ and ‘feel’ what you bring to the organization. Be approachable; develop trust by being trustworthy.”

Glenn Gates
Senior Security Manager - Boeing


“Show sincerity, integrity and honesty to everyone. The only truth is your principles. Never compromise them.”

Jim Linn
Former Corporate Vice-President & Director of Security
SAIC





360° SECURITY LEADER INWARD FOCUS

- Are you willing to be energetic, passionate and committed to delivering the best security program possible?
 - Leadership – born or taught?
 - Self-awareness – discover your strengths & exploit them; find resources to fill the gaps
 - 360DegreeLeader.com
 - Living your core values – Proverbs 10
 - Diligence, Resilience, Discernment, Integrity, Practical Wisdom
- 

SECURITY IS STRATEGIC, VALUED & CREDIBLE

*Always do what is right.
This will gratify some and
astonish the rest.
Mark Twain*




STRATEGIC, VALUED & CREDIBLE

- Security doesn't "just happen"
 - Be known as a forwarding thinking organization – proactive vs. reactive
 - When you know where you stand, you know where you are going
- Know your business, act with integrity

Competence + Credibility = Trust



WE'VE COME FULL CIRCLE

- Understand the changing landscape of the security profession
 - Prepare now for the future – embrace convergence & adaptability
 - Be Holistic – engage all available resources inside & outside the organization
 - Be a 360° Security Leader that is mission driven & delivers value to the organization
- 



STAYING POSITIVE!

*In security we touch every life in the organization.
That is a tremendous privilege.
It is also a tremendous responsibility.
Let us lead well and let us serve well.*

deedee collins

*“Trying times are no time to quit trying.
Quit when the job is done, not when you’re tired.”*

John Maxwell
The 360° Leader



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