



*imagine*



*believe*

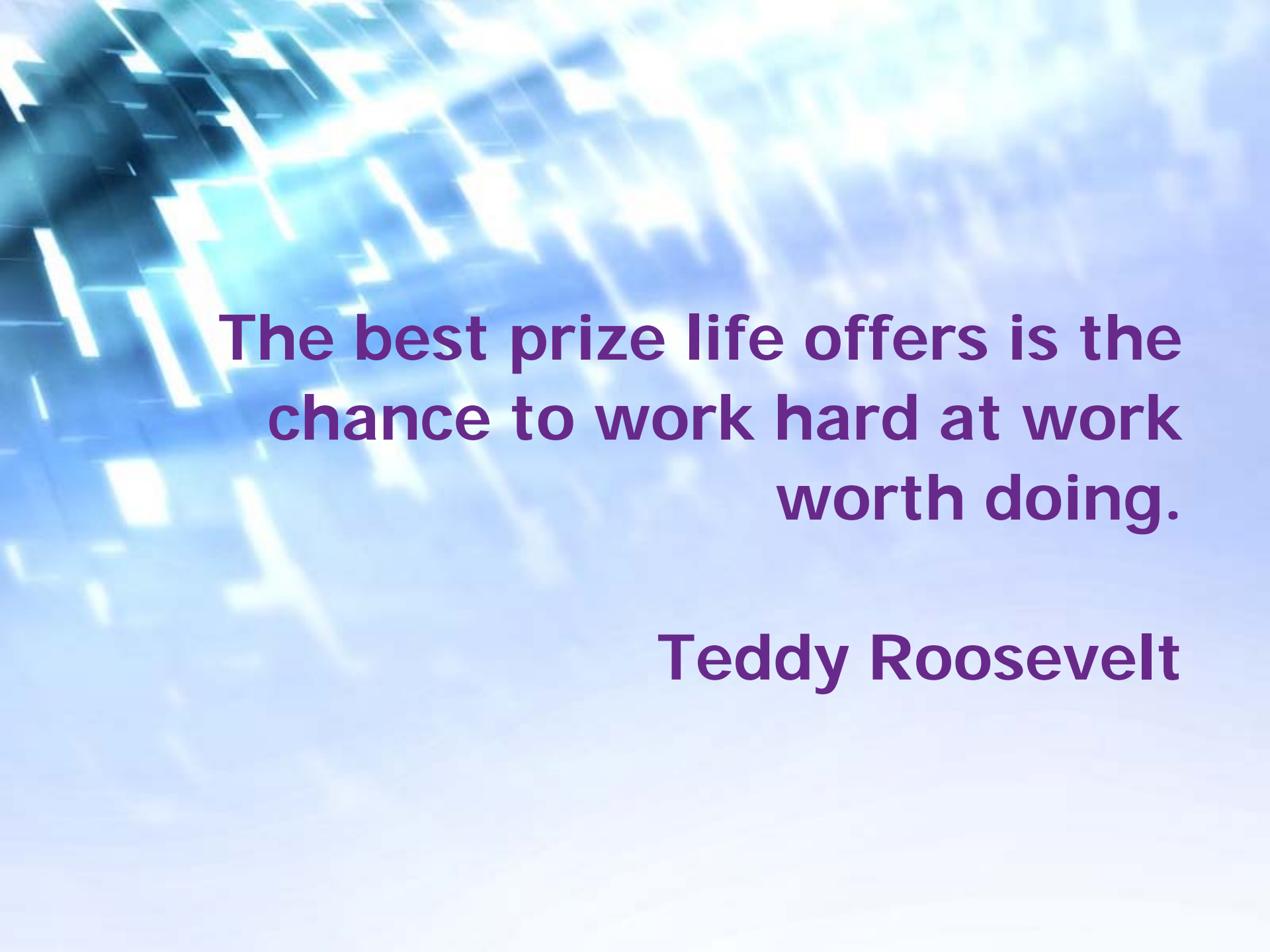


*achieve*

*The Right Stuff:  
Achieving Excellence  
In Security Management*



deedee collins  
Executive Director  
National Security Training Institute  
[www.nstii.org](http://www.nstii.org)

An abstract background featuring a complex, three-dimensional geometric pattern of blue and white rectangular blocks, creating a sense of depth and movement. The pattern is composed of many small, interconnected rectangular shapes that form a larger, more intricate structure. The colors range from light blue to a darker, almost black blue, with white highlights that give the impression of light reflecting off the surfaces of the blocks.

**The best prize life offers is the  
chance to work hard at work  
worth doing.**

**Teddy Roosevelt**



# In the Quest for Excellence

- The vision thing – security is strategic, valued and credible
- Senior Management – security's advocate & champion
- Security is a business partner
- Build a stellar security team
- Communicate security for mission success



*What are the challenges  
we face...*

*Achieving Excellence  
in  
Security Management ?*



# 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**

**To Achieve Excellence -  
We Turn Challenges into  
Opportunity!**



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# The Vision Thing: 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**

# Senior Management: Security's Advocate & Champion



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# Educate Your Boss



- **Address management perception about security**
- **Deliver compliance and understanding**
  - Giving the “why” behind the “what”- when you do, they are far more likely to support it and you!
  - Always convey how security benefits them, the organization and the mission
  - Stress that security planning is less costly than security repairs
- **Seek to build ongoing communication vs. crisis driven interactions!**

# Which is Better?



**“My security manager keeps me out of trouble”**

**or**

**“I work closely with my security manager to ensure we deliver the best security program possible”**

**William Kotapish**

# Security Is A Business Partner




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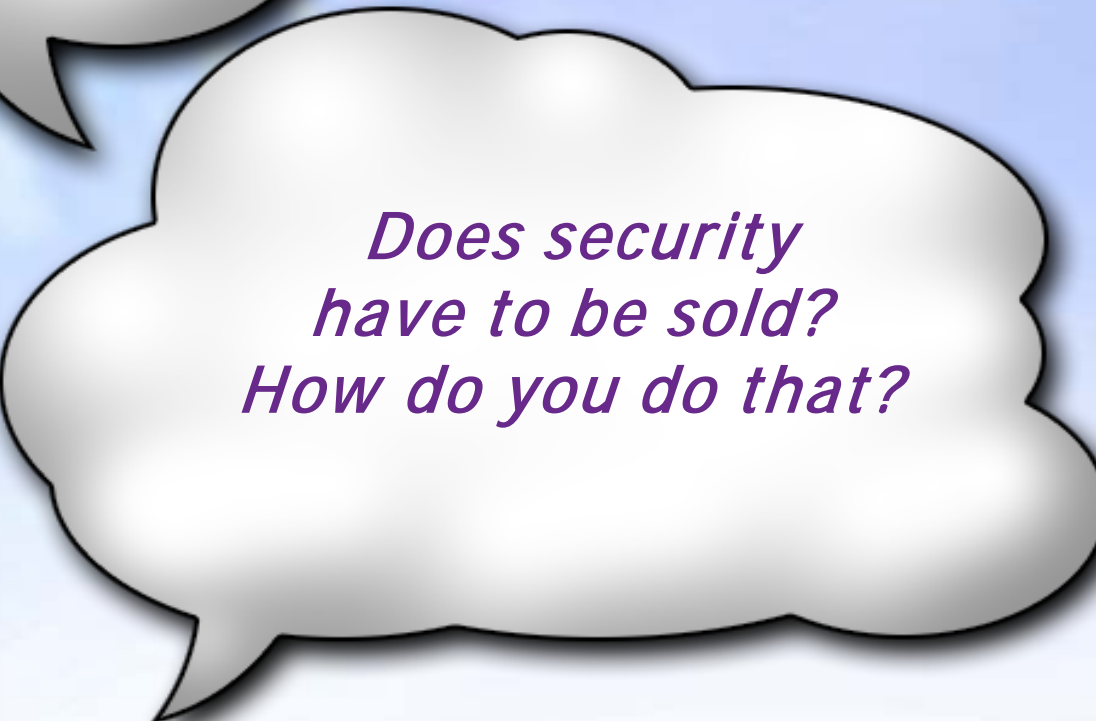
*believe*



*achieve*



*What are the expectations  
placed on your security  
program?*



*Does security  
have to be sold?  
How do you do that?*



# Be A Partner, Be A Leader

- **Expectations of security**
  - Professionalism
  - Flexibility
  - Cost Controls
  - Technical Competence
- **How to deliver**
  - Market your uniqueness, you're a problem solver
  - Strike a balance between compliance and competitiveness
  - Manage the money well – budgets matter!
  - Make the business case



# 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

# Build a Stellar Security Team

What we do is a  
tremendous privilege.

It is also a  
tremendous responsibility.





# Build The Team

- **Look for people who exemplify the characteristics you want in your program**
  - **Mission focus – big picture thinker**
  - **Always a student – technical competence**
  - **Proactive problem solver**
  - **Effective communicator**
  - **Work ethic and credibility evident**
  - **Adaptable and flexible**



# Develop the Team

- **Teach them the business**
- **Give them other skills as well –**
  - **People skill**
  - **Communication**
  - **Planning**
  - **Finance**
- **Provide a “Fail forward” environment**
  - **To achieve success, we will fail along the way**



# Develop the Team

- **Networking is a must!**
  - For yourself, for your team
  - Make it a priority to get out to high quality security conferences - NSI Impact
  - Take full advantage of joining professional organizations – ASIS, NCMS, ISAC, etc
- **Retention –**
  - They need to see a profession worthy of a lifetime of service
  - Tools – awards, succession planning, mentoring

# Communicate Security For Mission Success

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



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*believe*



*achieve*



# The Message Matters

- **Tell your success story your way**
  - Program performance
  - Track costs and services
  - Security's impact to the bottom line
- **Security awareness is primary maintenance**
  - Just like servicing your car...
  - Build personal accountability for security
  - Deliver understanding
  - Be clear about consequences for poor security practices

# Achieving Excellence in Security Management

The price of greatness is responsibility.  
Winston Churchill



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# Broker the Security Position

- **Be a security organization that is proactive, relevant and valued as a business partner**
- **Be the place people want to seek out assistance and support**
- **Build a stellar team**
- **Communicate at every opportunity**
- **Deliver the mission**

**To love what you do  
and feel it matters –  
how could anything  
be more fun?**

**Katherine Graham**



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