Moving from Individual Contributor to Leader in Cybersecurity

Randy Raw
PNSQC 2021
WhoIsVU

- #1 VA purchase lender
- Top 20 Lender in the US
- #17 Fortune 100 Best Companies to Work in 2020
- #11 Best Workplaces for Women in 2020
- #3 Best workplaces in Financial Services 2019
- #7 Best Workplaces for Millennials 2018
- #23 Best Workplaces for Giving Back 2018
whoami

Currently
- VU – Chief Information Security Officer

Formerly
- VU – VP of Information Security
- VU – Director of Information Security
- VU – Manager of Information Security
- MOREnet – Manager of Information Security
- Linn State Technical College – Director of Technology
- Osage County R-2 Schools – Technology Coordinator

Author of recently published faith-based leadership book
www.saberscycle.com
Leaders aren’t born, they’re made.
Becoming a Leader requires...

- Developing Management AND Leadership skillsets
- Focus on forward movement
- Commitment to being a lifelong learner
Traits of Successful CISOs

- 54% Leadership, particularly strategic direction
- 49% Communication
- 44% Strong Relationship with Business Executives
- 33% Management Skills
- 21% Technical Skills

https://securityintelligence.com/articles/the-many-dimensions-of-effective-ciso-leaders/
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## Management AND Leadership

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#PNSQC2021  From Individual Contributor to Leader
Establish a clear vision and provide clarity for your team.
Can you communicate from the Board Room to the new College Graduate?
Learn to speak the language of business
Security Leader Strategy Map

Subject Matter Expert

- Governance
- Controls
- Management

Trusted Advisor

- Strategist
- Communicator
- Relationship Builder
- Risk Management
- Security Culture
Security Leader Strategy Map

Trusted Advisor
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Successful CISOs
- Leadership, particularly strategic direction
- Communication
- Strong Relationship with Business Executives
- Management Skills
- Technical Skills

#PNSQC2021 From Individual Contributor to Leader
Know yourself

Emotional Intelligence (EQ)
Know and CARE about your Employees
Develop Yourself through Reading

• Continuing to do and be the person you are as an individual contributor won’t work as a leader

• As you move from individual contributor to leader, you have to transition who you are and how you interact with former peers
Develop Yourself through Listening

Coaching for Leaders – Dave Stachowiak (w)
At the Table – Patrick Lencioni (w)
The Look and Sound of Leadership – Tom Henschel (m)
Andy Stanley Leadership Podcast – (m)
Develop Yourself through COACHING

Learn how to ask better questions, delay giving advice just a little longer and be a better listener!!!
Be Bad First

Aspiration
Neutral Self-assessment
Exceeding Curiosity
Willing to be Bad before you are Good
Don’t be a Lone Ranger
The most important thing

- Individual contributors work best with clarity and certainty.
- Leaders bring about clarity, even when certainty isn’t possible.
- Are you ready to work in the gray and unknown areas?
Becoming a Leader requires…

- Developing Management AND Leadership skillsets
- Focus on forward movement
- Commitment to being a lifelong learner
All the books
Contact info

- Randy Raw
- [www.randyraw.com](http://www.randyraw.com)
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- [@randyraw](https://twitter.com/randyr)
- [https://www.linkedin.com/in/randyr](https://www.linkedin.com/in/randyr)
- [www.saberscycle.com](http://www.saberscycle.com) – faith-based leadership book recently published with my wife