

# Security Leadership

**Andy Ellis**  
Partner



# Andy Ellis

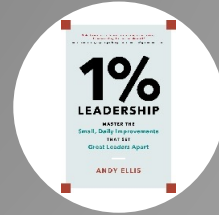


**Andy Ellis**

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**Partner**  
*YL Ventures*



**Author**  
*1% Leadership*



**2021 inductee**  
*CSO Hall of Fame*



**Podcast Co-host**  
*CISO Series*



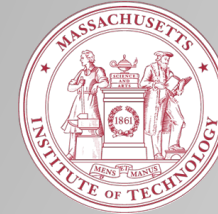
**CEO/Principal**  
*Duha*



**Former CSO**  
*Akamai*



**Former Officer**  
*US Air Force*



**Graduate – CS/Math**  
*MIT*



**Spirit of Disneyland**  
*Disneyland*



**Award of Excellence**  
*Wine Spectator*

# Security Leadership

**Andy Ellis**  
Partner



# Security Leadership

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What do these words mean?

Security

Leadership

## Security

Enabling and facilitating organizations to make *wiser* risk decisions

## Leadership

Increasing the efficiency and efficacy of turning energy into work

## Security

Enabling and facilitating organizations to make *wiser* risk decisions

*Don't do stupid shit!*

## Leadership

Increasing the efficiency and efficacy of turning energy into work

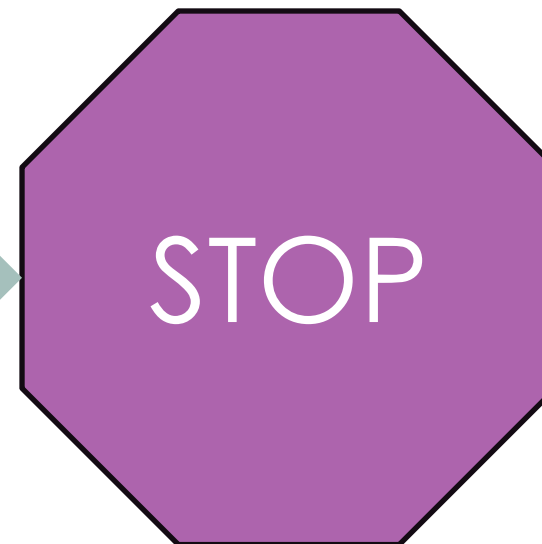
*Do more with less!*

Leadership

Security

**Do**

**Don't do**



Leadership

Security



**Product  
Owner**



*Modal  
Bias!*

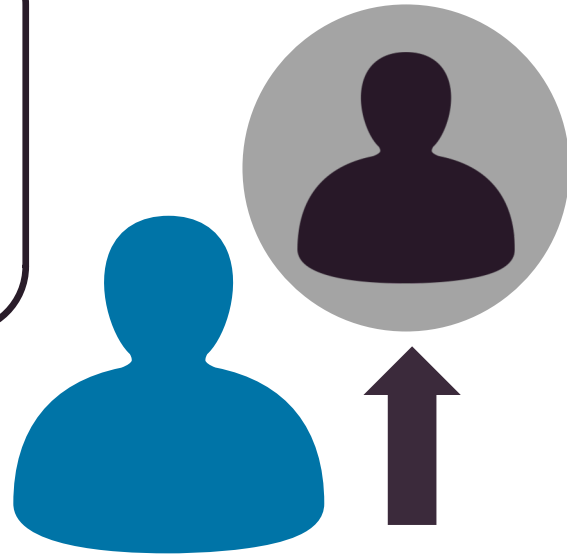


**Security**



# Leadership

Here is my project. Is it safe?



# Security

*Here is my dangerous plan! Sign off on it!*

Here's an ISO checklist! Fill it out!

*Justify infosec budget with this makework!*

# Leadership

What do these phrases mean?



*We'll do the work, just give us more budget!*

# Security

*I can't be bothered to understand this.*

We'll fill it out for you.

# Leadership

Is it done yet?



# Security

*All I care about is my schedule.*

Why didn't you use ChaCha20-Poly1305?

*I'm smarter than you are, and I know big words.*

# Leadership

Is that a showstopper?



# Security

*I'm going to do this no matter what....*

No, but we don't recommend launch.

*I'm just CYA over here. You're fine, but I won't admit it.*

# Leadership

# Leadership

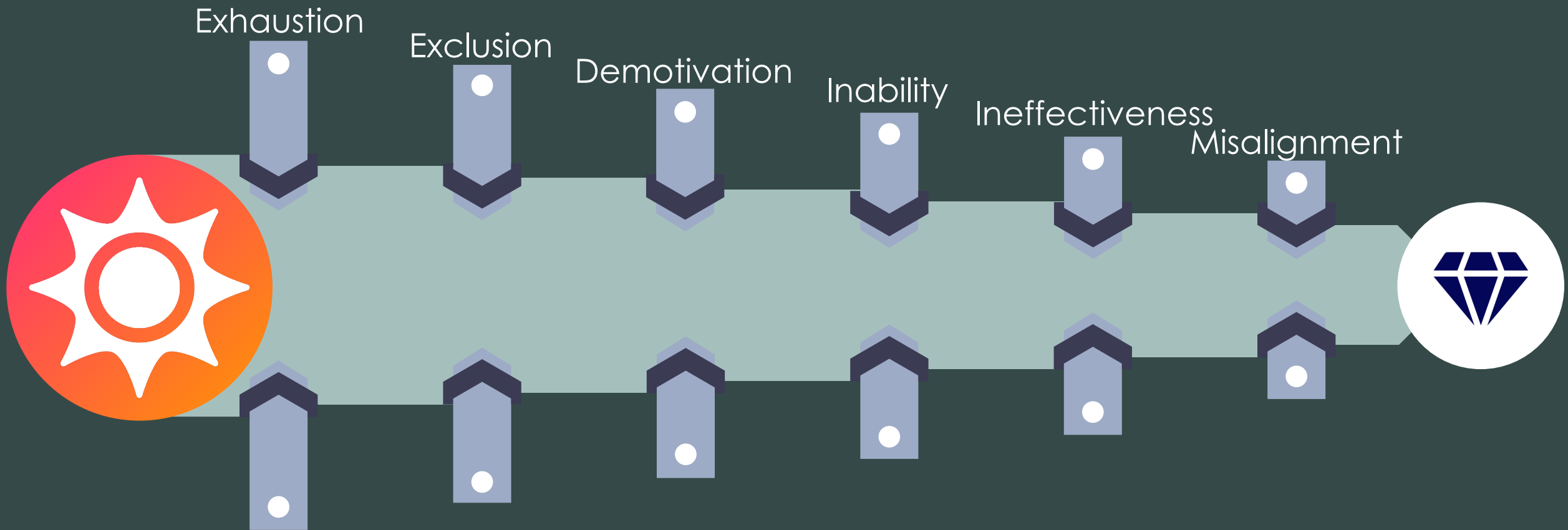
Increasing the efficiency and efficacy of turning energy into work

Leadership

Work

# Leadership

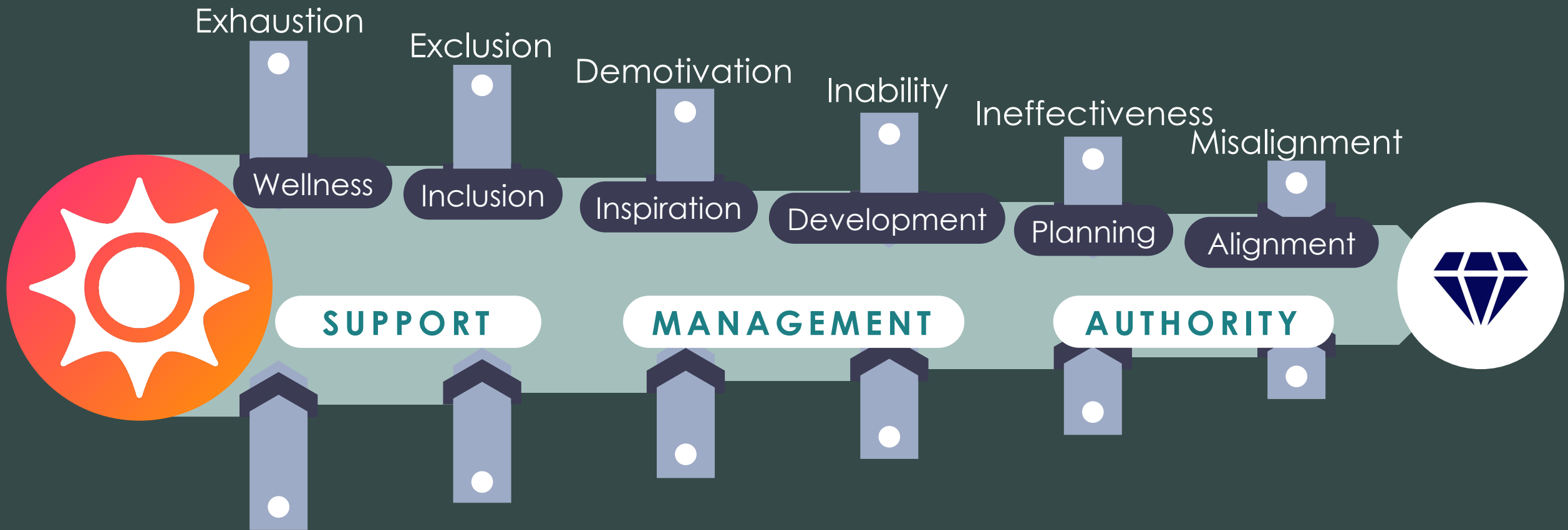
## Work





# Leadership

## Work



Wellness

Inclusion

Inspiration

Development

Planning

Alignment

Leadership

Security

# Security

Enabling and facilitating organizations to make *wiser* risk decisions

Wellness

Inclusion

Inspiration

Development

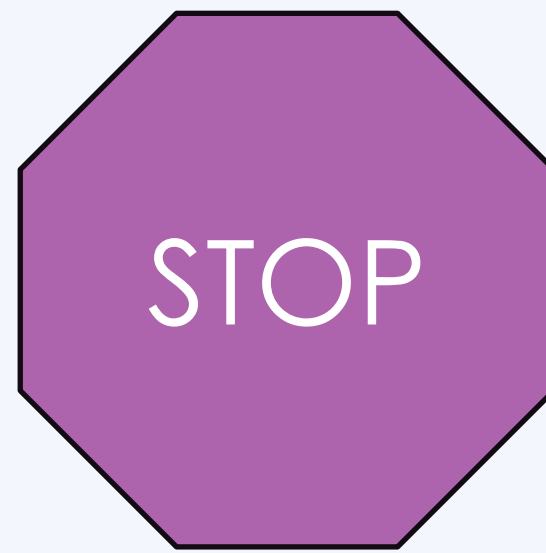
Planning

Alignment

Leadership



Security



Humans are ~~awesome~~  
at risk management.

Wellness

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Leadership

# Security

Wellness

Inclusion

Inspiration

Development

Planning

Alignment

Leadership

# Security

Observe



Orient



Act



Decide



Wellness

Inclusion

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Development

Planning

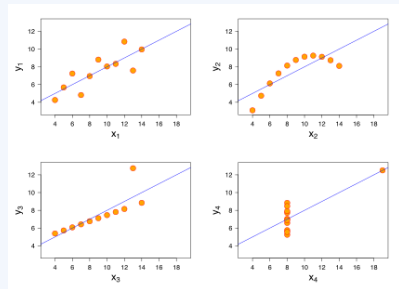
Alignment

Leadership

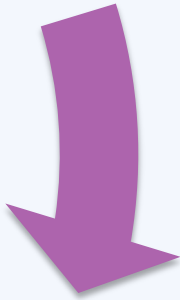
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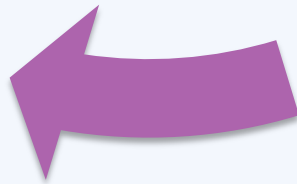
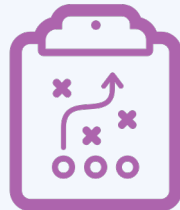
Observe



Orient



Decide



Act



Leadership

- Wellness
- Inclusion
- Inspiration
- Development
- Planning
- Alignment



Wellness

Inclusion

Inspiration

Development

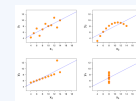
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Act

Security

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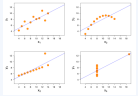
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# Security Leadership

Wellness

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Your attitude is in your control

Create safety to let people warn you of danger

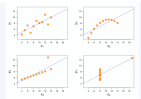
When mistakes happen, don't waste energy blaming people

Expect what you inspect

Any sufficiently complex system is indistinguishable from a simple one

If you aren't regularly failing at future bets, you aren't taking enough risk

Orient



Serenity is knowing that the crap you're wading through is crap you chose to deal with

Find your blind spots by hearing unbelievable things

Make the smallest & most defensible arguments necessary to spur action

Delegated work won't happen the way you would do it—but it will get done

If you spend your time fixing current crises, you won't avert future ones

Failure is an opportunity to provide great customer service

Decide



Becoming right requires accepting that you might be wrong

Practice the future to face adversity with grace

Embrace the heroism of boring maintenance

Don't be irreplaceable; be unclonable

There is no perfect plan—there is only the best plan so far

You need vision to know if you're on a right path

Act



Four days of great work are rarely more important than four months of good work

Celebrating victories build relationships

It's easier to prompt a reaction than an initial action

Skill balance is essential to managing crises: technical, people, process

Whether you jump out of an airplane or get pushed out, you still need a parachute

Outrun the bear, not your allies

# Security Leadership

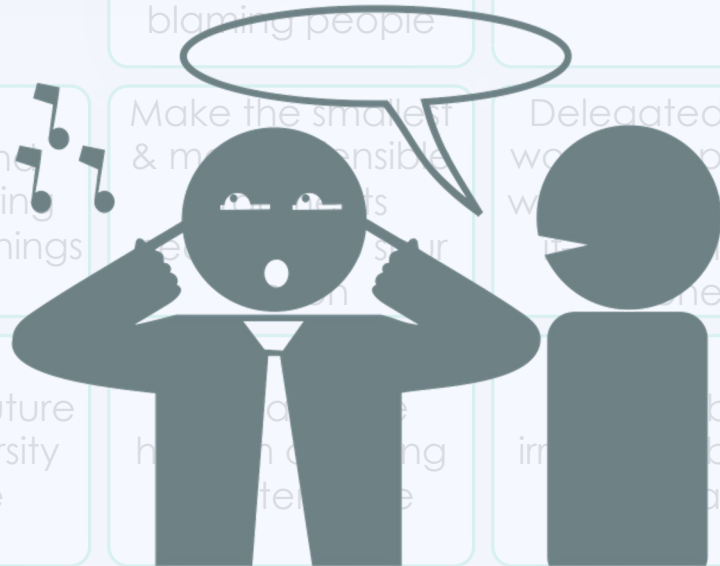
Create safety to let people warn you of danger

	Orientation	Development	Planning	Alignment		
<b>Observe</b> 	It's not in your control	Don't waste energy blaming people	Expect what you inspect	If you aren't regularly failing at future bets, you aren't taking enough risk		
<b>Orient</b> 	Serenity is knowing that the crap you're wading through is crap you chose to deal with	Find your blind spots by hearing unbelievable things	Make the smallest & most defensible arguments necessary to spur action	Delegated work won't happen the way you would do it—but it will get done	If you spend your time fixing current crises, you won't avert future ones	Failure is an opportunity to provide great customer service
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# Security Leadership

Create safety to let people warn you of danger

	Orientation	Development	Planning	Alignment
<p><b>Observe</b></p> <p>your control</p> <p>Stakes don't waste energy blaming people</p>	<p>Expect what you inspect</p>	<p>Any sufficiently complex system is indistinguishable from a simple one</p>	<p>If you aren't regularly failing at future bets, you aren't taking enough risk</p>	
<p><b>Orient</b></p> <p>Serenity is knowing that the crap you're wading through is crap you chose to deal with</p> <p>Find your blind spots by hearing unbelievable things</p>	<p>Make the smallest &amp; most responsible decisions</p>	<p>Delegated work won't be done unless you open the window and tell them what you would do</p>	<p>Failure is an opportunity to provide great customer service</p>	
<p><b>Decide</b></p> <p>Becoming right requires accepting that you might be wrong</p> <p>Practice the future to face adversity with grace</p>	<p>It's easier to prompt a reaction than an initial action</p>	<p>There is no perfect plan—there is only the best plan so far</p>	<p>You need vision to know if you're on a right path</p>	
<p><b>Act</b></p> <p>Four days of great work are rarely more important than four months of good work</p> <p>Celebrating victories build relationships</p>	<p>Skill balance is essential to managing crises: technical, people, process</p>	<p>Whether you jump out of an airplane or get pushed out, you still need a parachute</p>	<p>Outrun the bear, not your allies</p>	

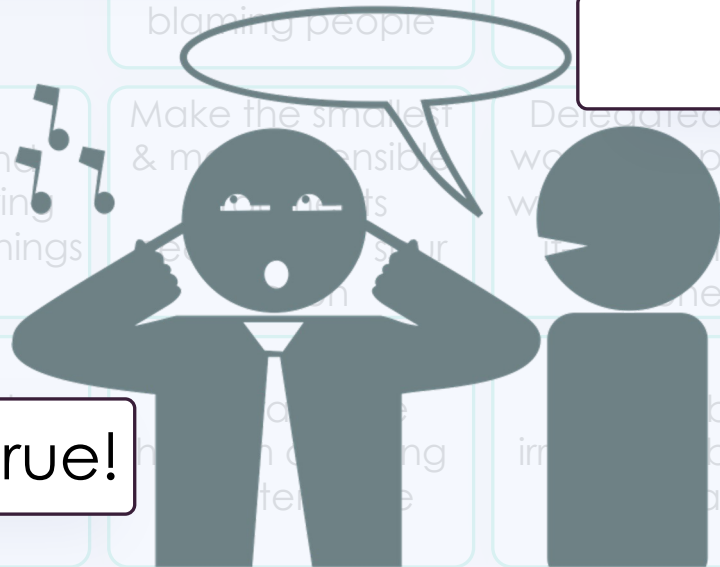


# Security Leadership

Create safety to let people warn you of danger

This is dangerous!

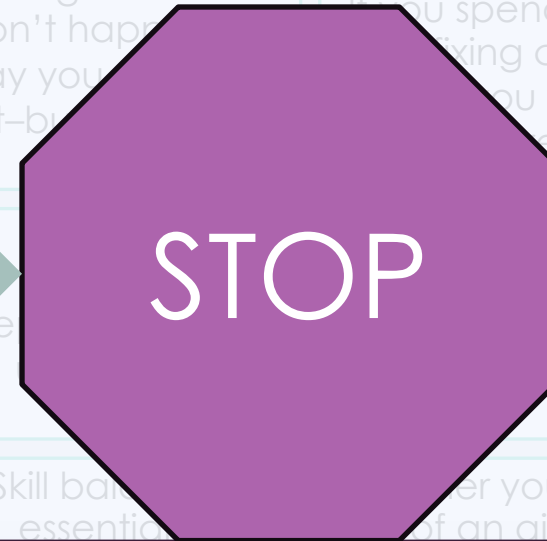
That can't possibly be true!



# Security Leadership

Create safety to let people warn you of danger

That can't possibly be true!



This is dangerous!

# Security Leadership

Create safety to let people warn you of danger

That can't possibly be true!



# Security Leadership

Create safety to let people warn you of danger

Position Development Planning Alignment

Stakes don't waste energy blaming people  
Expect what you inspect  
Any sufficiently complex system is indistinguishable from a simple one  
If you aren't regularly failing at future bets, you aren't taking enough risk

Serenity is knowing that the crap  
Find your blind  
Make the smallest & most defensible  
Delegated work won't happen the  
If you spend your time fixing current  
Failure is an opportunity to



This could be dangerous!

It's easier to prompt a reaction than an initial action  
Celebrating victories build relationships  
Four days of great work are rarely more important than four months of good work  
You still need a parachute  
bear, allies

# Security Leadership

Create safety to let people warn you of danger

	Position	Development	Planning	Alignment		
Control	Stakes don't waste energy blaming people	Expect what you inspect	Any sufficiently complex system is indistinguishable from a simple one	If you aren't regularly failing at future bets, you aren't taking enough risk		
Orient	Serenity is knowing that the crap	Find your blind	Make the smallest & most defensible	Delegated work won't happen the	If you spend your time fixing current	Failure is an opportunity to
Decide	Four days of great work are rarely more important than four months of good work	Celebrating victories build relationships	It's easier to prompt a reaction than an initial action	Skills essential for managing technical, people, process	you still need a parachute	bear, ally
Act						

This could be dangerous!

# Security Leadership

Wellness

Inclusion

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Your attitude is in your control

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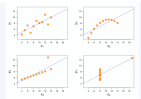
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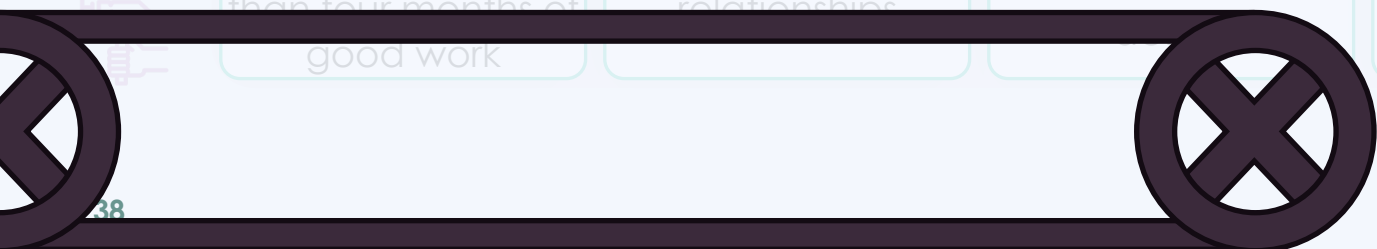
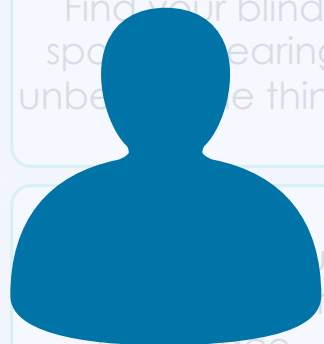
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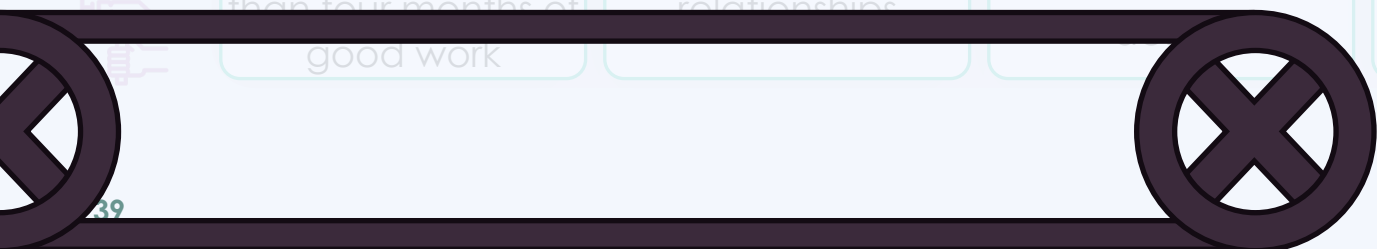
Your authentication is insecure and your LLM might leak data and hackers can exploit SQLi and your data isn't encrypted at rest and we'll be on the front page of the Wall Street Journal and then we'll be out of business and the SEC will arrest us and we'll never work again and my mom will be disappointed in me....



# Security Leadership

Make the smallest & most defensible arguments necessary to spur action

Could you add in MFA? Our customers demand it for compliance.



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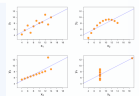
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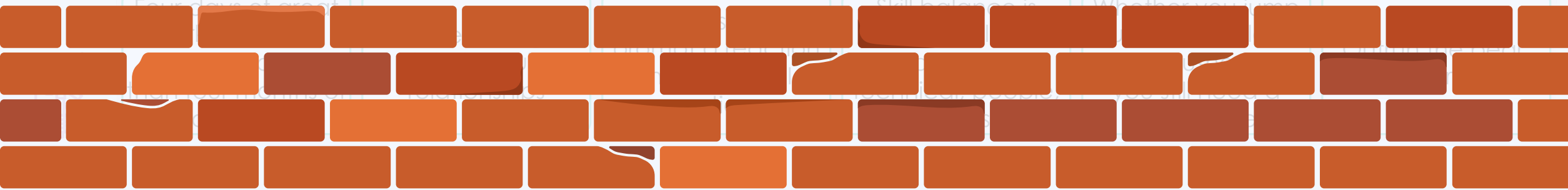
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	Four days of a year			Skill balance is	Whether you jump	

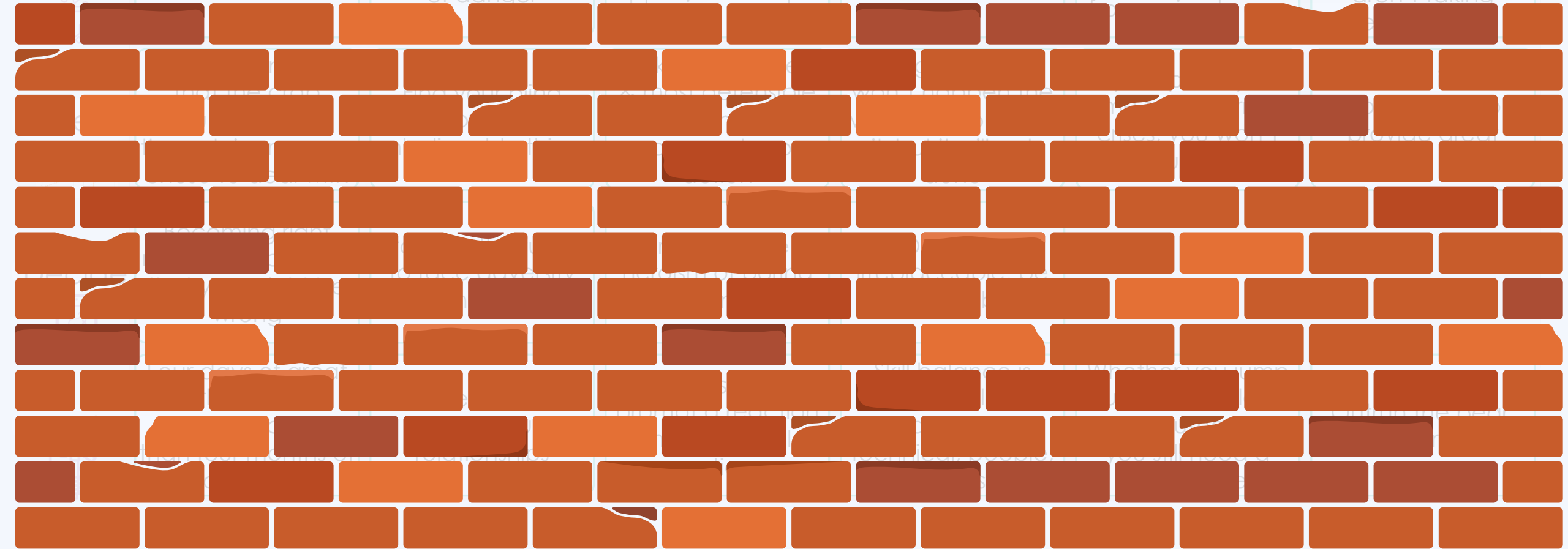


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# Security Leadership

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Your attitude is in your control

Create safety to let people warn you of danger

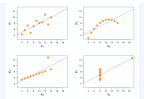
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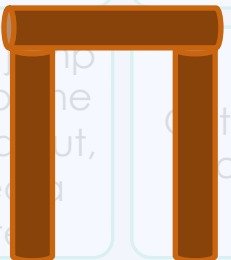


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<b>Decide</b> 	Becoming right requires accepting that you might be wrong	Practice the future to face adversity with grace	Embrace heroism; maintain	Don't be replaceable; be irreplaceable	There is no perfect plan—there is only the best plan so far	You need vision to know if you're on a right path
<b>Act</b> 	Celebrating victories build relationships	It's easier to prompt a reaction than an initial action			Whether you jump out of an airplane or get pushed out, you still need a parachute	Control the bear, not your allies



# Security Leadership

Four days of great work are rarely more important than four months of good work

Skill balance is essential to managing crises: technical, people, process

**Orient** (Icon: Funnel)

**Decide** (Icon: Document)

**Act** (Icon: Hammer)

**Security**

- your control
- of danger
- waste energy blaming people
- stakes don't
- inspect
- indistinguishable from a simple one
- aren't taking enough risk

**Leadership**

- Serenity is knowing that the crap you're wading through is crap you chose to deal with
- Find your blind spots by hearing unbelievable things
- Make the smallest & most defensible arguments necessary to action
- Delegated work won't happen the way you would do it—but it will get done
- If you spend your time fixing current crises, you won't avert future ones
- Failure is an opportunity to provide great customer service

**Security**

- Becoming right requires accepting that you might be wrong
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- Don't be
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**Leadership**





- Celebrating victories build relationships
- It's easier to prompt a reaction than an initial action
- Whether you jump out of an airplane or get pushed out, you still need a parachute
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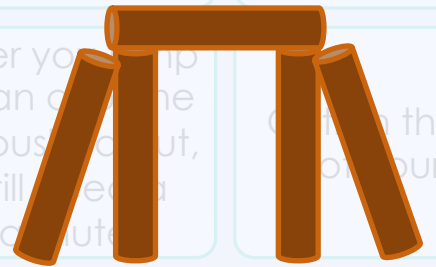
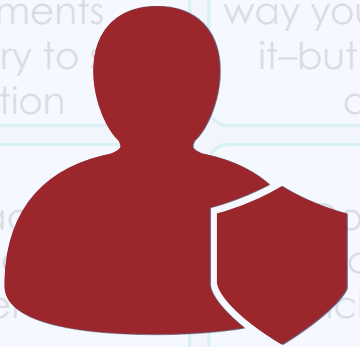


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<b>Orient</b> 	Serenity is knowing that the crap you're wading through is crap you chose to deal with	Find your blind spots by hearing unbelievable things	Make the smallest & most defensible arguments necessary to action	Delegated work won't happen the way you would do it—but it will get done	If you spend your time fixing current crises, you won't avert future ones	Failure is an opportunity to provide great customer service
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<b>Act</b> 	Celebrating victories build relationships	It's easier to prompt a reaction than an initial action			Whether you tip out of an or get pushed out, you still need a parachute	On the bear, on our allies





# Security Leadership


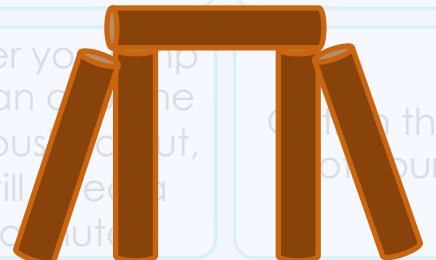
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**Act**  Celebrating stories build relationships It's easier to prompt a reaction than an initial action Whether you slip out of an anchor or get pushed out, you still need a parachute  Climb the bear, not your allies





# Security Leadership

Wellness

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Inspiration

Development

Planning

Alignment

Observe



Your attitude is in your control

Create safety to let people warn you of danger

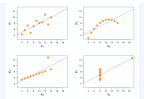
When mistakes happen, don't waste energy blaming people

Expect what you inspect

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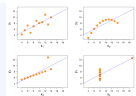
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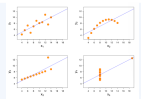
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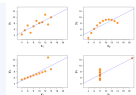
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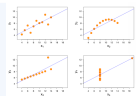
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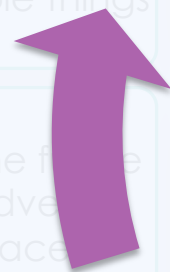
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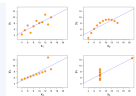
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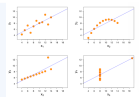
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Thank you