relentless team building

demystifying the process through applied focus and reason
About

- Principal engineer
- CTI lead
- IR lead

Civilian

- Cyber operations planner
- DCO 2013 inauguration
- First SANS DoD Cyber City trial

Military

- Husband and father of 4
- Chris Sanders' shield
- SANS GSE #134

Lagniappe

- Dustin Lee

- Chris Sanders' shield

- SANS GSE #134
build

scope

identify task and purpose, and then build the team to meet the intent. every highly-effective team requires direction.
build

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**recruiting**

- resume vs curriculum vitae
- not metrics driven
- internal or external
- breadth and depth
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**talent acquisition**

- In-house or outsourced
- Best interest of the team
- Compatibility
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**Incentives**
- Compensation
- Flexible hours
- Relocation
clearly define requirements

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promote achievements
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maintain standards
basic standards can be an indicator of a positive workplace through encouraging behavior, civility, and professionalism
assessing

01 SANS CyberTalent Assessment
www.sans.org/cybertalent/assessment-products

02 IBM Cybersecurity Aptitude Assessments

03 build your own
train

plan

incorporate meaningful training that encompasses vision and is potentially applicable to the position. propose S.M.A.R.T.-like objectives.
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- map roles to requirements
- skill expansion aligns to goals
- balanced approach
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- external assessment
- certification
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- external assessment
- certification

- knowledge transfer
- group presentations
- other defined objectives
training
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improve and maintain skills
provides return on investment and displays team member value
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strengthen team ability
forms depth in group capabilities while increasing operational effectiveness
training

- **improve and maintain skills**
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- **strengthen team ability**
  - forms depth in group capabilities while increasing operational effectiveness

- **share knowledge**
  - conveys new perspectives and fresh insights in addition to promoting collaboration
01 Circadence
www.circadence.com

02 SimSpace
www.simspace.com

03 OpenSOC
opensoc.io

04 build your own
contrary to popular belief, managing a team is not an easy task. many have taken this route purely for career advancement and experienced suboptimal results.
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- periodic assessments
- 360 degree feedback
- alignment with defined goals
**Challenge**

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**Evaluations**

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**Diversity**

- across all facets
- perspectives improve outcome
- foster individuality
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| coaching

- listen
- develop
- encourage
- follow through
managing

Yesterday

Deadline
managing

establish priorities

if everything is a priority, there are zero priorities
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reduce organizational drag
significant improvements can be realized by being more conscious of disruptions and sinkholes
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inform early
don't spend the majority of the time available deliberating on a plan. communicate intent early and refine where necessary.
Team members typically become accustomed to monetary compensation. This may not be the best answer to keep good talent. What else can be done?
retain

compensation

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collaboration

- shared experiences
- healthy communication
- knowledge management
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**Compensation**
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- total compensation

**Value**
- promote open dialogue
- flexible hours
- peaceful conflict resolution

**Culture**
balancing
burnout prevention

most individuals won't personally realize this until it's too late. it's a leader's responsibility to gauge and assist where necessary.
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mental health

it is vital to continuously evaluate team and individual welfare
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satisfaction
fulfillment is an imperative attribute of work-life harmony
we invest in platforms

overall cost is quickly calculated on hardware and software (e.g. initial, cap-ex/op-ex, depreciation, lifecycle replacement, etc.)
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are we investing in people?

while employees are more valuable than platforms, the total cost of human capital is very often overlooked or simply goes uncalculated
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thank you

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