



relentless team building

demystifying the process through applied focus and reason

dustin lee

about

civilian

- ❖ principal engineer
- ❖ CTI lead
- ❖ IR lead

military

- ❖ cyber operations planner
- ❖ DCO 2013 inauguration
- ❖ first SANS DoD Cyber City trial

lagniappe

- ❖ husband and father of 4
- ❖ 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.

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- ❖ resume vs curriculum vitae
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incentives

- ❖ compensation
- ❖ flexible hours
- ❖ relocation

building



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clearly define requirements
well communicated vision aids in proper execution



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promote achievements
individual or team-based acknowledgement helps
reassure and promotes esprit de corps



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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

IBM Cybersecurity Aptitude Assessments
www.ibm.com/talent-management/hr-solutions/cyber-security-skills-assessment

03 build your own

02





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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- ❖ skill expansion aligns to goals
- ❖ balanced approach

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accountability

- ❖ knowledge transfer
- ❖ group presentations
- ❖ other defined objectives

training



training



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



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share knowledge

conveys new perspectives and fresh insights in addition to promoting collaboration



exercising

01

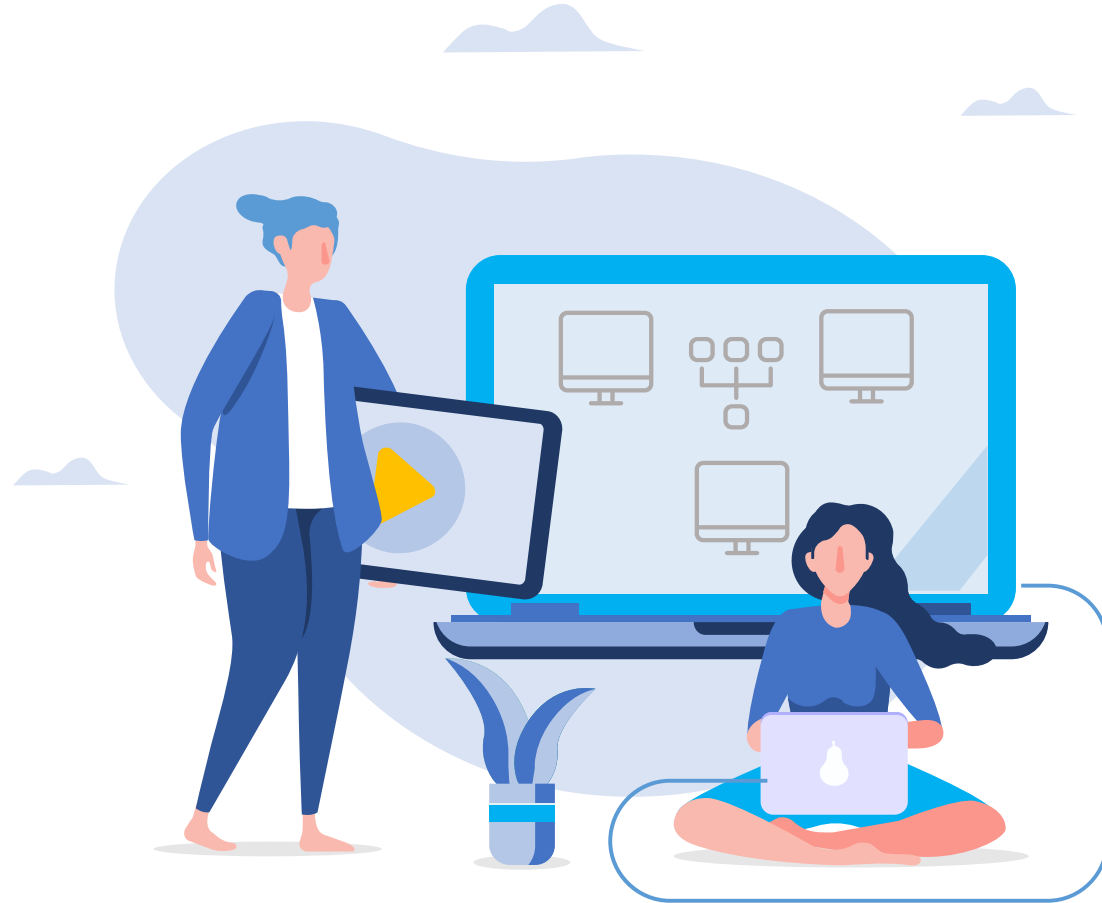
Circadence
www.circadence.com

SimSpace
www.simspace.com

02

03 OpenSOC
opensoc.io

build your own 04





manage



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- ❖ periodic assessments
- ❖ 360 degree feedback
- ❖ alignment with defined goals

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- ❖ across all facets
- ❖ perspectives improve outcome
- ❖ foster individuality

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coaching

- ❖ listen
- ❖ develop
- ❖ encourage
- ❖ follow through

managing

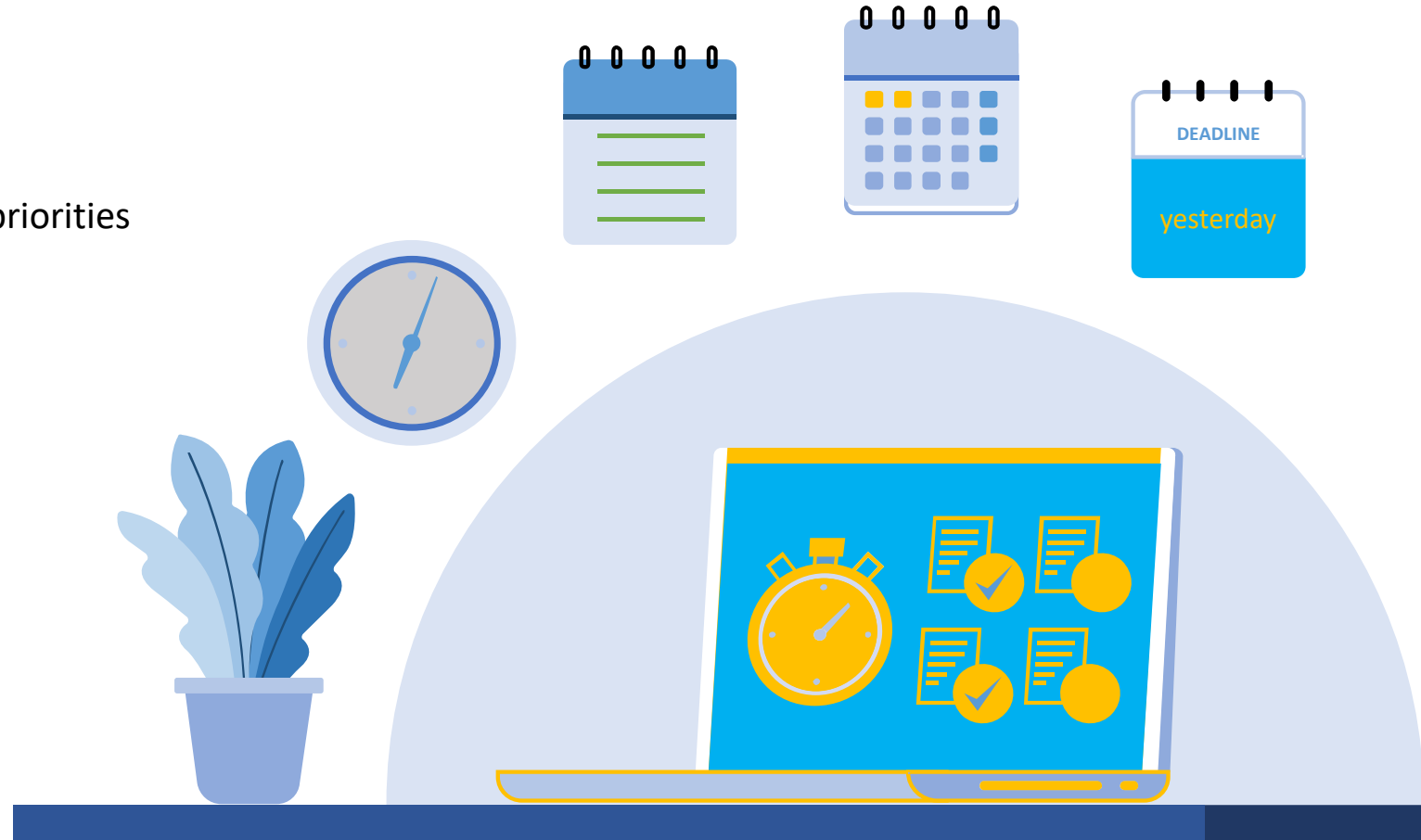


managing



establish priorities

if everything is a priority, there are zero priorities



managing



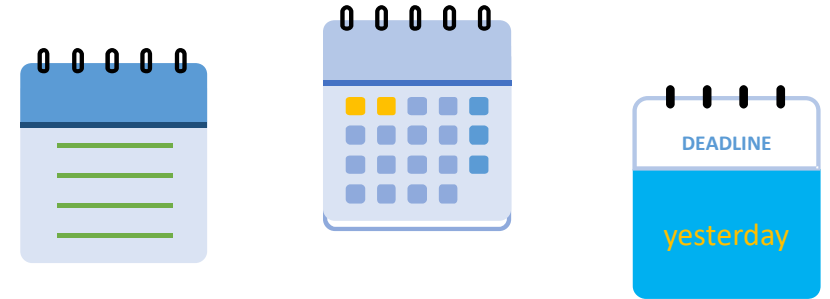
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reduce organizational drag

significant improvements can be realized by being more conscious of disruptions and sinkholes



managing



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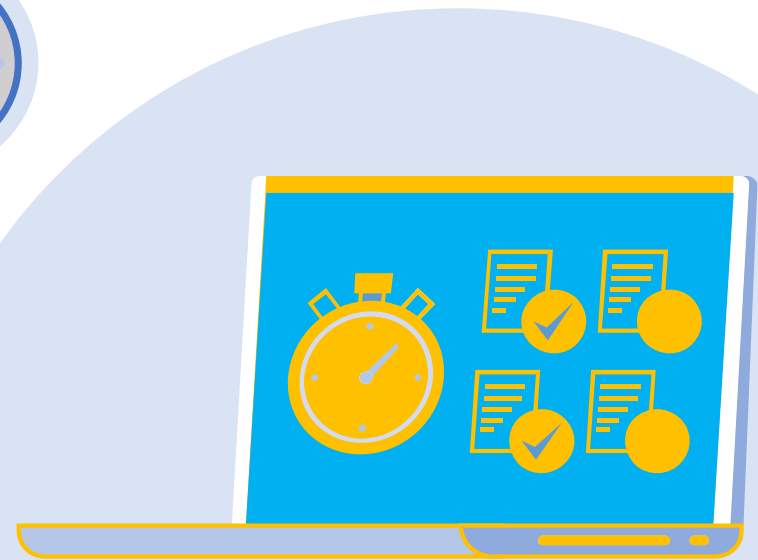
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inform early

don't spend the majority of the time available deliberating on a plan. communicate intent early and refine where necessary.





retain



compensation

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- ❖ maintain positive community
- ❖ total compensation

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culture

- ❖ promote open dialogue
- ❖ flexible hours
- ❖ peaceful conflict resolution

balancing



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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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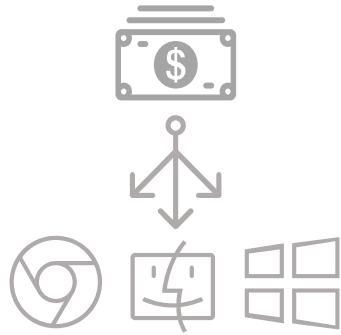


satisfaction

fulfillment is an imperative attribute of work-life harmony



investing

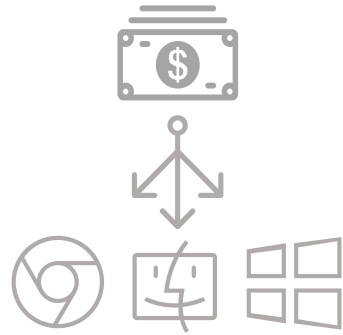


we invest in platforms

overall cost is quickly
calculated on hardware
and software (e.g. initial,
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investing



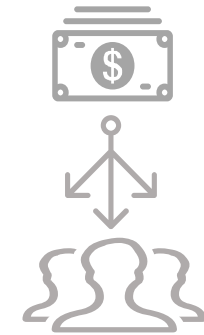
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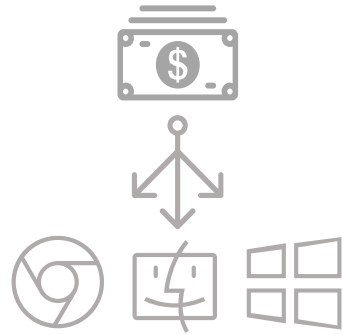


are we investing in people?

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

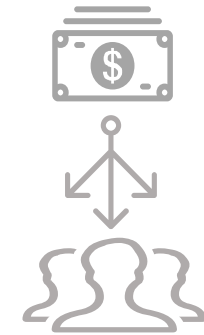


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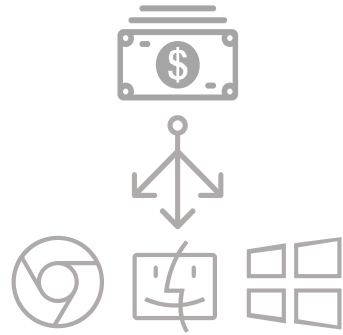
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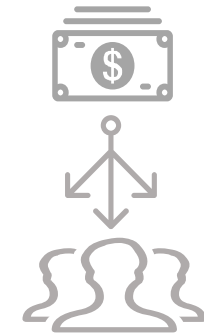
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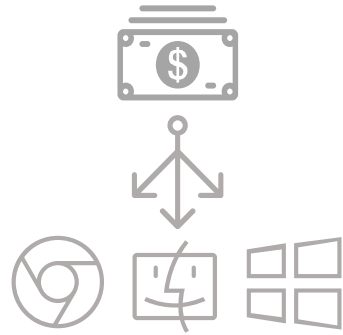


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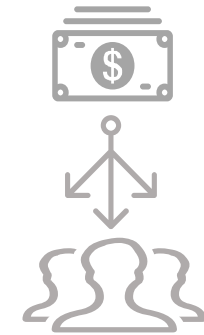
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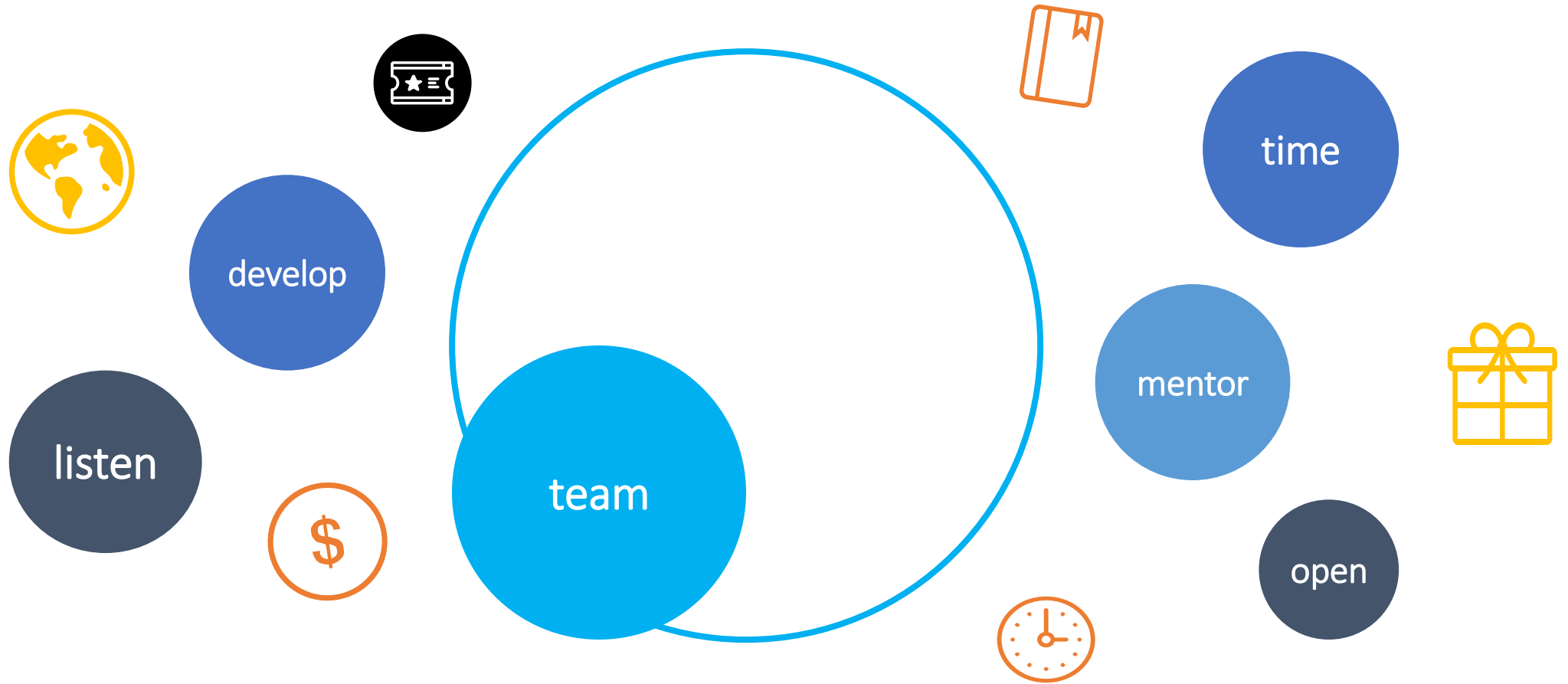
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thank you

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cyber operations planner, 170CPT**

