“Carefully Building Leadership Support for your Program”

November 2019
Janet Roberts
Global Head of Security Education & Awareness (SEA)

Global Information Security
Who am I…and Why am I taking on this topic?

When I was a child I thought I would be....
Who am I…and Why am I taking on this topic?

Today I’m Zurich’s Global Head of Security Education & Awareness

That means I’m responsible for….

…and I report to the Global Chief Information Security Officer.
Here’s my team & organization structure

SEA Organization Structure

- Paige Adams GCISO
- Janet Roberts Global Head of SEA
- Alma Cervantes EA
- Claire Hughes EMEA Lead
- Jackie Boruel NA Lead
- Mora Durante Astrada LatAm Lead
- APAC Lead
- Marko Hartwig EMEA CISO
- Adam Page, ZNA CISO
- Sara Schmidt, Farmers CISO
- Diego Contreras LatAM CISO
- Yvonne Fung APAC CISO
Why is Leadership Support important?
Because Leaders make decisions that can benefit you.
Good ideas going nowhere?

Why listen to me?
Icarus and Getting close to Executive Leadership
Articulating your message for support

Vision (V)

Case for Change (C)

3 Options (O)

Biggest Risks (B)

WIFFU (W)

Recommendation (R)
What leaders want from you

Vision

Make sure you have a vision for your program and a strategy statement.

Here’s my strategy:

Embed security aware behaviors into the company culture in a way that ensures employees are like “human sensors” consistently making good, security focused decisions in their day-to-day work.
What leaders want from you
Case for Change

What will change for the better if they support your proposal?

CyberSec Bot
Cybersecurity bot

Spear phishing emails are tailored to you. Scammers will target you (or a small group of people in a specific department, such as human resources or payroll) and spend time studying your online identity and habits before emailing you. Often, they start by looking at your social media account profile, inspecting your interests, your posts and your interactions with others online. They’ll also target your network of friends, family and professional colleagues. And don’t think your online reviews of products or restaurants are excluded from their research either.

How does it fit the vision and strategy?
What leaders want from you. Recommendations and 3 options.

Provide leaders at least 3 options to choose from and make a recommendation of which you think is best and why.

- **Option 1**: In-person escape room
- **Option 2**: Online escape room via LMS
- **Option 3**: Online escape room via vendor server

What are they paying for?
What leaders want from you
What are the biggest risks?

Think through what could go wrong with your proposal and how that would pose a risk for the leader supporting you.
WIFFU
Who is Leadership and how do you approach them?
Going from “Who are you?” to “Ask Janet”. Building partnerships.

Why does nobody listen to me?

My partners:

- Risk Management
- Compliance
- Communications
- CISO & BISO team
Recommendations
Just a few examples...
# Follow-up Reporting to Leadership

## 2017 Phish Training

<table>
<thead>
<tr>
<th>Regions</th>
<th>Avg. click</th>
<th>Avg. reporting</th>
<th>Comments*</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMEA</td>
<td>0%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>APAC</td>
<td>0%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>LATAM</td>
<td>0%</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>ZNA</td>
<td>0%</td>
<td>-</td>
<td>Phish reporter button deployed</td>
</tr>
<tr>
<td>Farmers</td>
<td>0%</td>
<td>-</td>
<td>Phish reporter button deployed</td>
</tr>
<tr>
<td>All Employees</td>
<td>0%</td>
<td>-</td>
<td>Includes both targeted and all employee campaigns</td>
</tr>
</tbody>
</table>

## SEA Results

- **2017 Annual training completion rates:**
  - ______%  
- **2016-2017 Phish training**
  - 6 all employees phish training; 5 targeted training of high risk groups  
  - 2016 average click rate ______%; 2016 average reporting rate ______%  
  - 2017 average click rate ______%; 2017 average reporting rate ______%  
- **2017 Information Security Awareness Teams**
  - ~32 teams globally delivering education
- **SEA Collaboration site**
  - 21,387 views of the ISA Video Series and Security Aware in 2017  
  - 495 tip sheets downloaded in 2017  
  - 10,620 page views of the SEA Collaboration Site in 2017

## Additional points to be considered

- **FB @ Workplace** – _____ active participants; ____% posted messages; ____% liked our messages  
- **Phase II gamified learning in production**
- **Annual security awareness training now provided in first 30 days of New Hire tenure**
- **4 targeted training modules in phishing & social engineering launched via LMS. Promotion by IS Awareness teams begins 1/2018**
- **Materials to IS Awareness campaign teams to continue in 2018**
Follow-up reporting: 2018 Initiatives

Training via LMS
- Annual training CBT
- Targeted training modules
- Gamified learning
- New Hires receive training in first 30 days
- Supplementary training for repeat clickers of phish training program
- Annual training – Process to deliver to third parties provided to business units for implementation

SEA Collaboration Site (ZNET)
- ISA Video series (running through cloud vendor)
- 45+ tip sheets
- Phishing education pages
- GIS Facebook @ Work

Phish Simulation training
**Global**
- **Click rate** – lowered by ____% globally from 2017
- **Reporting rate** - increased by ____% from 2017
- Working to streamline process and reporting
- Desktop Phish reporter button nearly completely installed globally

SEA Program Additions
- 32 ambassador teams globally to distribute materials every month
  - Two security topics each month
  - Customizable materials
- 2018 Cyber Security Awareness Month delivered
- ExCo Security Awareness training booklet and duplicate booklet for BoD created
- Executive mobile training module created
- Whiteboarding educational videos created
## Follow-up reporting: 2018 Initiatives

### Training via LMS
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How long does it take to go from A to Z?

Security Awareness Maturity Model®
Measuring Success

Maturity Model

2015
Nonexistent

2018
Compliance Focused
Promoting Awareness & Behavior Change
Long-Term Sustainment & Culture Change
Robust Metrics Framework
2019 Zurich Cyber Security Awareness Month
#SeeSomethingSaySomething is our theme

32 Global Ambassador teams will receive:
• Newsletter articles
• Tip sheets
• Whiteboarding videos
• Web Banners, posters & buttons/stickers
• Links to ISA Video Series
• **New!** Detective Burr chat bot on FB @ Work
• In-person escape room instructions
• **New!** Digital Escape room link & instructions

<table>
<thead>
<tr>
<th>Week</th>
<th>2019 CSAM Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Smart Devices</td>
</tr>
<tr>
<td>Week 2</td>
<td>Why Reporting Matters</td>
</tr>
<tr>
<td>Week 3</td>
<td>Mobile Payments and Smishing</td>
</tr>
<tr>
<td>Week 4</td>
<td>Working with Third Party Vendors</td>
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2019 Zurich Cyber Security Awareness Month
#SeeSomethingSaySomething is our theme

The Mysterious Case of the Mad Hacker: A Cyber Security Investigation Game

Mad Hacker’s calling card
Cyber Security Awareness Month (CSAM)
Online Escape Room

2019 CSAM endeavors to reach more employees, especially remote workers, with digital learning!

The Mysterious Case of the Mad Hacker: A Cyber Security Investigation

3-level eLearning game* asks employees to play detective and solve cyber crimes while learning about:
• Loss of laptop/asset
• Spear phishing
• Business email compromise (BEC)

Game will be available in 9 language translations (English, Spanish, French, Italian, Simplified Chinese, Portuguese (Brazilian), Turkish, Japanese & Bahasa)

*available only through the Learning Management System (GLMS)
Action Items for You!

01 Build Partnerships.
The stronger your connections the better your proposal to leadership will be accepted as something that will work. Your partners will be the allies you need to back you up.

02 Learn what leadership is focused on.
What are their pain points, where can you effect positive change and show progress?

03 Display what you’re doing in a short, concise deck.
They are busy. They have limited time. Get to the point!

04 Offer 3 options and recommend one.
Don’t leave leaders asking “what do you want me to do next?”

05 Be nice, but be firm in your strategy and your decisions.
Don’t let people turn your agenda into their agenda.
Questions?

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