



Global Advisory Board

Considering culture in your cyber strategy

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About the speaker



Marco Túlio Moraes

Chief Information Security Officer

CSO50
CONFERENCE+AWARDS



- 20 years of experience in technology, risks and infosec, where 10 years of international experience. Multi-industry background, as Financial, Tech, Health, Retail/Marketplace, Startups and Utilities. Developed one of the first Cybersecurity programs in Brazil.
- Former CISO of Brazil subsidiaries at Red Ventures and MUFG bank;
- Former Head of Cybersecurity LATAM at AES Corp and Experian in Brazil;
- Recognized as one of top 50 global CSOs in 2020 by IDG and received several awards by security programs he led.
- *Board Advisor certified on Innovation and Corporate Governance by Digital Directors network and GoNew.co.*
- *Board Member of VIGITRUST Advisory board and EC-Council International Advisory Board for CISOs;*
- Works as career mentor, speaker, security evangelist and columnist at Conteudo Editorial.

Some concerns when you arrive...

Understand the business, meet people, map stakeholders' expectations



Image: Scott Graham / Unsplash

Understand risk and educate the organization



Image: Lubo Minar / Unsplash

Set the business case and the strategy plan



Image: JESHOOOTS.COM / Unsplash

Strive to be compliant to applicable regulations

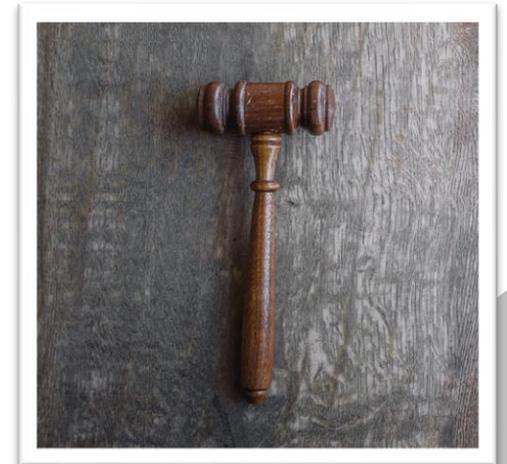
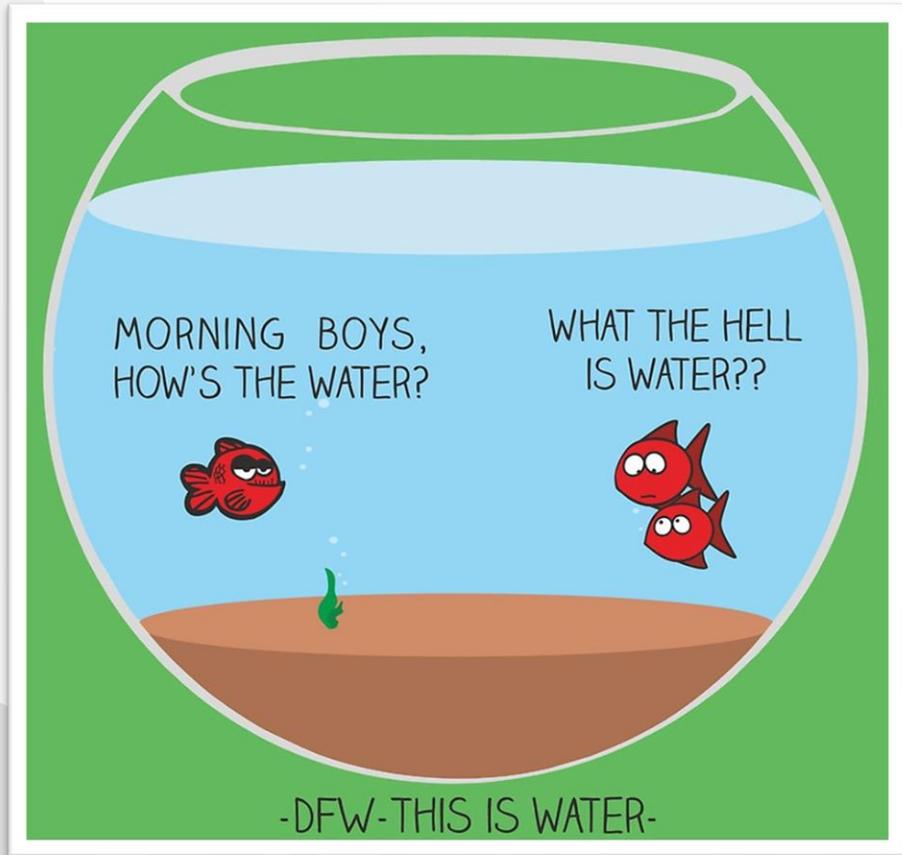


Image: Wesley Tingey / Unsplash

And about the culture ?



Source: <http://shriyalanglit.blogspot.com/2017/09/this-is-water-educational-theory.html>

Open Innovation Incident Response plan
Zero Trust SCADA **Big Data** Identity and access management
Cloud **Patches** BYOD
NFT Incidents Threat Intelligence Security operation Center Pentests
GDPR Issues CCPA Malware DDoS Phishing Single sign-on
PCI Investigations Scams Strategy Metrics Stakeholders
People Risk Management ESG Red Team
LGPD Firewalls Data Loss Prevention **Sales**
APIs Machine learning
Security Operations **IoT** **Data Protection** WAF
SecDevOps Network Security Standards
Audit CSIRT Vulnerability Management Artificial Intelligence Reporting
Awareness Policies Controls
Blue Team

Culture

Forget the culture, what could be wrong ?

- ❌ Try implementing rigid processes and policies in a startup;
- ❌ In a collaborative culture, go defining all the ground rules alone in your “Olympus” for the humans to follow, and wait
- ❌ Apply all your strengths to establish trust based on relationships in an environment that values
- ❌ Force fast and outnumber changes in an environment that values status quo maintenance
- ❌ Start detecting and punishing insecure behaviors in a warming and collaborative organization;

NO !!!! Don't try any of that !

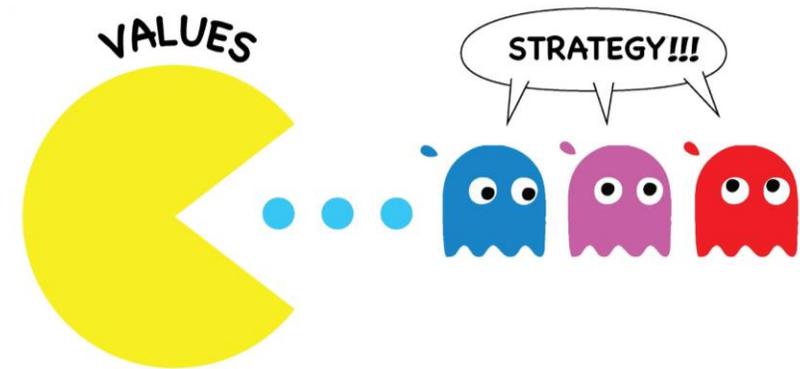


Image: <https://collaborative-coaching.com/values-eat-strategy-breakfast/>

Your processes won't be followed

You will be accused to solely play “office politics”

You won't be invited to the party

Culture definition



“the pattern of shared basic assumptions - invented, discovered, or developed by a given group as it learns **to cope with its problems** of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members as **the correct way to perceive, think, and feel in relation to those problems**”.

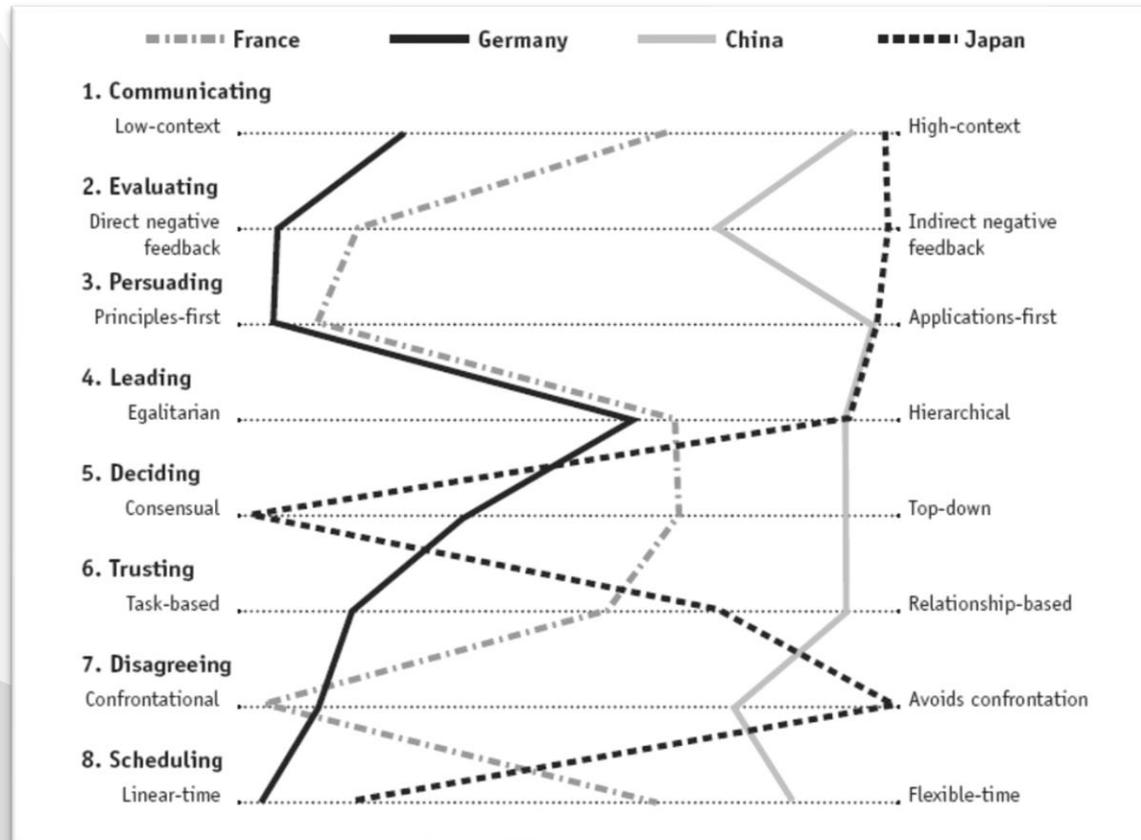
Edgar Schein

Source: <https://www.thehumancapitalhub.com/articles/The-Best-Definitions-Of-Organisational-Culture->

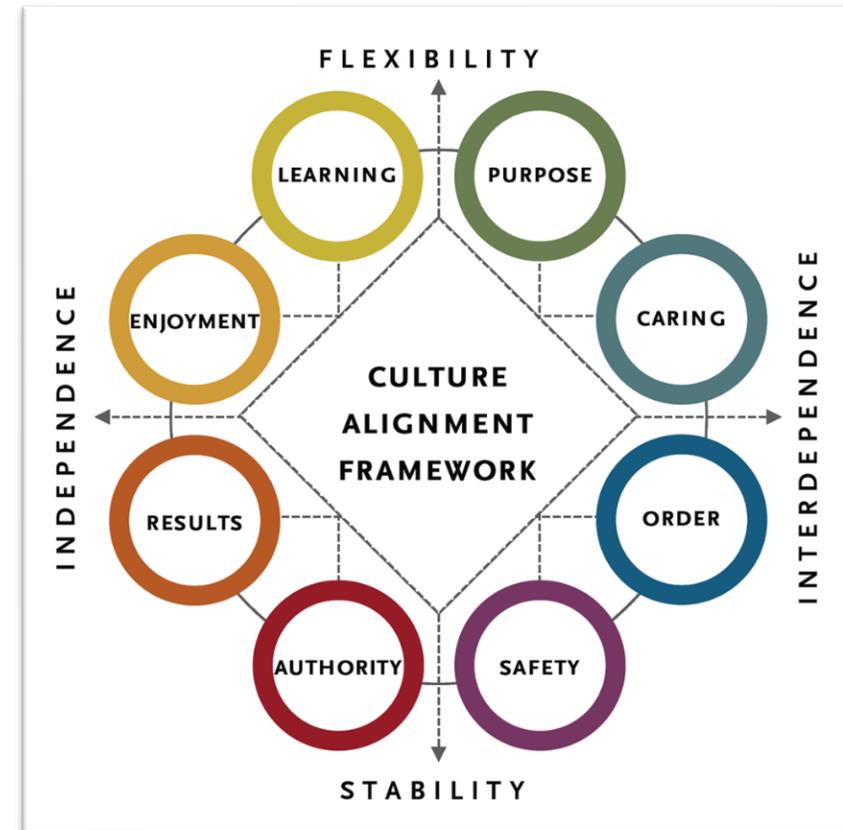
Culture is the tacit social order of an organization: It **shapes attitudes and behaviors** in wide-ranging and durable ways. Cultural norms define what is **encouraged, discouraged, accepted, or rejected** within a group. When properly aligned with personal values, drives, and needs, culture can unleash tremendous amounts of energy toward a shared purpose and foster an organization’s capacity to thrive.

Source: <https://hbr.org/2018/01/the-leaders-guide-to-corporate-culture>

Two frameworks to explore in our favor



Source: The culture map – Erin Meyer



Source: <https://www.spencerstuart.com/what-we-do/our-capabilities/leadership-consulting/organizational-culture>

HOW TO

1) Map the environment

Listen
Watch
Read
Speak

- How people get things done ?
- Which cultural aspects could work as barriers or supporters ?

2) Define your vision, the future state you are seeing and start the awareness

Raise awareness
Educate

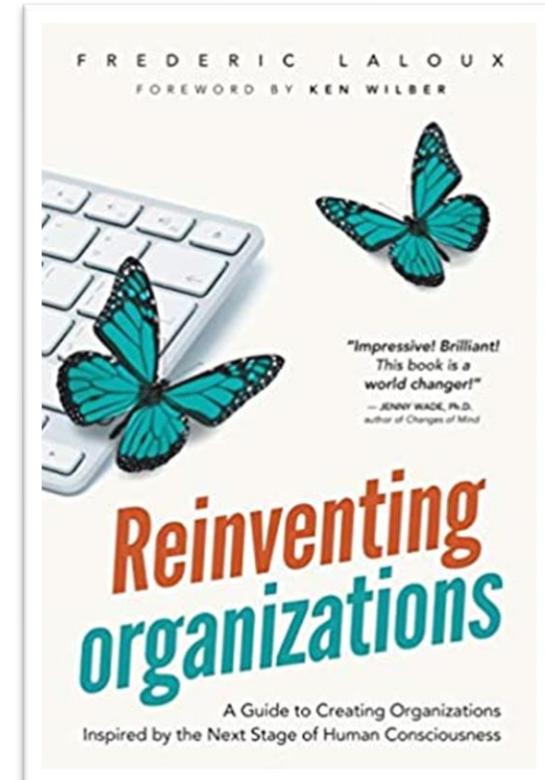
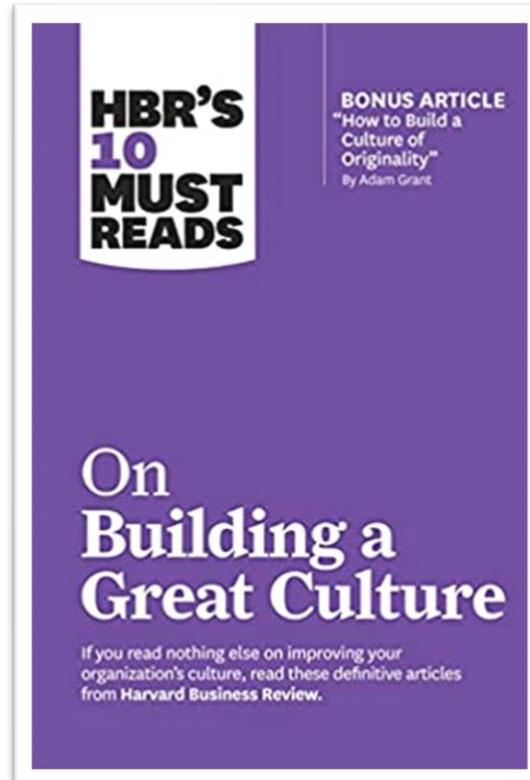
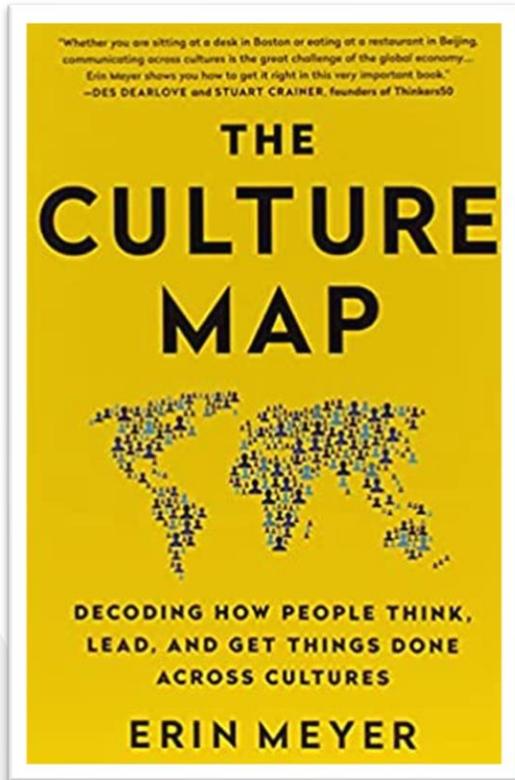
- Leverage the norms, unwritten rules,
- Solidify or change shared assumptions, perceptions
- Respect values, traditions (or not, consciously)

3) Develop and execute your strategy

Engage
Collaborate
Understand
Negotiate

- Keep learning the about the organization
- Bring diversity of thought to your strategy
- Remember that a security program is a journey, not a sprint

Recommended reads





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