Before we start there is something that I need to explain. There will be some times in this presentation where I say “I”. Or I say in “my experience”. This is a part of my life story, the only brain I have is the one on the top of my shoulders. But it isn’t ego either. In my technical career I have toggled between being a technically competent worker and a manager many times. I keep trying to understand, why does this person get the breaks, why does this person win, why does this person lose.

Now as a senior manager, the more “winners” I have in the organization, the more the organization can accomplish. So please forgive the “I”s and the “my opinions” or “my experience”, ask anyone that has followed SANS for a long time and they will tell you, I just want you to become what you are capable of being. These ideas have been good for me, I hope they will be good for you.
The world is hard, people get cranky, they get stressed out, they say things they shouldn’t. They say people do not leave companies, they leave bad bosses. Turnover in the work place is BAD! There are three exceptions to that:
- We hired wrong and got someone that cannot do the job, they simply lack the skills
- We hired and then later found that employee is bent on division, a negative person that causes trouble, get rid of them
- The employee is losing effectiveness, maybe substance abuse, bad divorce, or just getting lazy

But, as an employee, at first it seems like turnover works for you: if it’s a good job market, you get a pay raise, what is not to like? However, when you find the right opportunity, the right company, you want to stay there. The trick is to make sure management knows you are valuable so you keep getting pay raises where you are.
Skill

They can’t easily fire you if you are the best

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Have you ever played one of those shoot ‘em up video games where you have a health status either for your armor or avatar body itself? That is how I like to think of myself at work. Are we fairly untouchable? Because in order to replace us, it would take three people and that would be a huge hit on the group’s payroll. Or, are we a commodity? If we are a commodity, then we would be wise to develop the hot skills our organization needs.
Stay up on technology

- RSS every day, at a minimum USA Today Tech, anytime we know less than USA Today, it is a bad sign
- Know thy desktop, Alan Paller and I were the first two people to run Vista at SANS; today I try to spend ½ of the office time on Ubuntu
- Hot keys matter, life is a game of inches. Keep thinking is there a hot key for that, Google can probably find it.
Look at a little network traffic every week

- It is crucial to keep looking at networks, because assurance comes down to two things:
  - Hardening our systems properly and keeping them properly configured
  - Knowing what traffic is coming in and out of our systems in case the first rule fails
- AirPcap and Wireshark sure are fun
- Whenever you are troubleshooting make watching traffic second nature

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Staying Relevant

- If you don’t have a LinkedIn account with over 200 connections then start linking; I am “SANS Institute”
- Look at Google trends at least once a week, if you do not recognize any of the top ten, that could be a clue
- Consider creating and posting a security video to YouTube
- Think about your workplace, think about the folks that just aren’t keeping up

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Language

- Words are weapons, use language to your advantage
- Learn, go back and read the emails you wrote in critical situations, what could you have phrased better
- We partly “know” or “esteem” ourselves by our trade and skills, decide today that two of your skills are speaking and writing
It was a cold, crisp wintry day Jan. 20, 1961, when President John F. Kennedy stepped onto the platform and delivered one of the most memorable inaugural addresses in history.

No one knew about the long underwear he wore beneath his suit so he could remove his overcoat and appear to be the essence of youth and vitality. No one knew that Eleanor Roosevelt refused her place of honor because she was to be seated near the President’s father whom she despised. And Rose Kennedy fumed over her row-end seat.

“There was a lot of bad blood on the podium. If its weight could’ve been felt, the podium would have collapsed,” writes Author Thurston Clarke in his book, “Ask Not: The Inauguration of John F. Kennedy and the Speech That Changed America.”

The response to Kennedy’s speech, which was the first televised inaugural address, was immediate. “Americans longed for what he had to say,” Clarke said. "He prepared the audience for what he said in the speech in repeated themes and phrases from his campaign. People wanted to be roused. America was ready for Kennedy's words."

http://www.amazon.com/Ask-Not-Inauguration-Kennedy-Changed/dp/0805072136/
Speaking tip

- Pick a great intro, something that grabs the audience’s attention
- Work on your outro, remind them of what they have learned and end with a stirring call to action
- Keep the intro and outro as close together as possible
If you wanted to read that the number one skill to have is application pen testing, I am sorry, it is not. It is communication. We will talk about specific writing and speaking skills in a bit, but communication comes down to the simple act of wanting to receive and share ideas, observations, and experiences with other people.

The majority of interpersonal problems in business come down to insufficient communication. Make a decision right now to be a better communicator. Consider the quote below:

“Dean is a great communicator, with an ability to gain a strong sense of what the buyer/seller is looking for.”

http://www.deaninnes.com/testimonials.asp

How does Dean have a strong sense of what the buyer/seller is looking for?
Linda thought that I meant Faith was at the bottom of the slope when I said, "Faith is down." We were near the bottom of the run and she couldn't think of why I wanted her to stop instead of skiing to the bottom of the run first. She did not follow exactly what I said to do and I was not clear in my comments.

The Edge

At any given time know what the best selling security books are

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Put Amazon to work

• Try to read a non-fiction book every two to three weeks
• As you start to become more senior, alternate management and leadership books with security books
• I buy most of my books from Amazon so they can develop a profile
• Try a search for “security”, then find the closest match to your interests and click, see all 491,236 items
Delegation

If you help people learn what you know, they will help you get the work done
Do you get frustrated when people do not know what to do?

- Think about how many things you do not know how to do (code in java, reverse engineer, write a heap overflow, cut the 11th column in vi), so now give other people some slack
- "Use the source, Luke" might have worked ten years ago, but we are going faster than that today
- Now think about the things that you do know how to do that you can show someone else
Invest Well

Bet on people and bet large

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Invest in yourself

- If you hold a position in a growing organization
- And you are not growing – yourself
- What happens?
Invest in others

- I’ve invested in bonds and real estate and done well
- Stocks and futures; mixed results
- The return on investing in people is so high, I don’t spend much time thinking about anything else. Two or three years from now there will probably be 2000 people in the Advisory Board and 100 SANS Instructors.
Options

Be flexible, as long as you have oxygen, power, water and propellant you have options

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The contingency story

- 2008: Price of fuel skyrockets, airlines start charging for second checked bag and policing carry-ons, others file for Chapter 11
- At some point this will impact conference registrations
- We have had "Training Without Travel" options for years, for just such a moment. At what point do we push them?
How to be sensitive to options

- Listen harder! This talk has required you to listen a number of times
- When you listen, you hear the nuances of what people are saying, suggesting
- If you are having trouble finding options, take a note from the original StarTrek series: Kobayashi Maru
Revenue

No sensible organization wants to mess with a rainmaker
Eventually there will be an economic downturn; three questions

- Do they really need me operationally?
- Do my efforts account for enough revenue that cutting me will cost them money?
- Do they know how I bring in money?
Plan ahead

Avoid unplanned requests for money

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For the managers

- Ask the smartest people you meet, where will we be, what will we be doing
- At least once a quarter read a site like futurist.com
- Ask your primary vendors for a briefing on their roadmap, consider joining their customer advisory board
- Make sure you know Ops tech refresh cycle and plans
How to think two steps ahead

• For any action you intend to take, what are the most likely reactions, what will you do in that case
• Check your heart regularly, are you trying to “Win” or are you trying to “Win Win”
Be positive

Would you rather spend an hour with a whiner or a go-getter?
We all know positive people perform better

• But I was AMAZED when I was describing my struggles with a negative person to the executive I admire the most and he replied “Let her go, I just don’t tolerate a negative person”
• However, UNTIL you terminate them, learn to listen. A negative person, poisonous attitude and all, can have a legitimate complaint; just because they are negative doesn’t mean they are stupid
Teaming

No matter how smart you are, the person next to you knows something you don’t

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Storming, forming and norming

- Be patient with the set up time to create a team
Virtual teams

- You can be on five or six teams creating a lot of productivity if you are organized
- LinkedIn helps, but it doesn't keep overall status, so that needs to be done in an outside document like the Outlook Calendar/Contact Manager
- If you are on a virtual team, be creative with things like time zones
- If you are on a virtual team, be quick to turn in your comments; if a few people miss a data call, the team has to be restarted
Pushback

If you are following the first ten laws, if someone does something abusive to you, push back

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How to push back

- Push back is a term we use at SANS
- Understand the bottom line before you begin, would you leave a company or relationship over the issue
- Be respectful, push back is not intended to anger, but to emphasize your point of view
- Restate what you think you have heard and ask, is this correct? VERY IMPORTANT: Miscommunication is a big reason for relationship degradation
- State your position
- IMPORTANT: You do not HAVE to win, sometimes you just want to give them a chance to hear your position
Take your shot

When opportunity knocks, be prepared to take advantage of the moment
Time is on your side

- A little sleep, a little slumber, A little folding of the hands to rest, Then your poverty will come as a robber And your want like an armed man. Proverbs 24:33-34
- We all have the same amount of time, it is how we choose to spend it. There are tradeoffs, Kathy and I gave up television.
- Gap Analysis time, where are you in your life? Where do you want to be? What are the steps to get there? What is the first step?
- Take the first step
Looking back

- I can’t tell you how many conversations I have had with people three or four years after I was able to offer them a chance to team to do something together
- Some are thankful
- Some are regretful
- It’s not that you only have one chance in life, but you do only have a finite number
- When the right opportunity comes along, JUMP
Final thoughts

- What is your legacy?
- Live life on purpose!
- Live life out loud; be a voice that matters!
- Write down goals and share them with another person. That is the single most effective thing you can do.
- There is no time like the present to start!