

ASIS
INTERNATIONAL
Advancing Security Worldwide

Developments shaping security risk management,
governance & assurance

ISACA
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Eduard J. Emde CPP, CISSP
Past President, ASIS International
e.emde@planet.nl


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The purpose of security?



The purpose of security?
Operate accordingly

Being properly positioned to have security contribute to the success, resilience and agility of company/ society

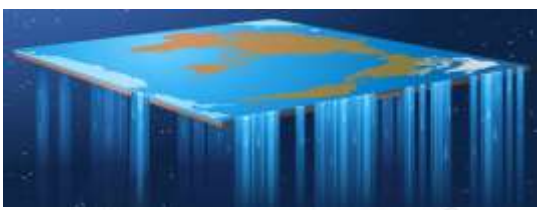


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The purpose of security?
Supporting the business

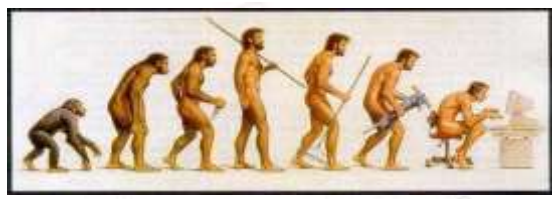


The integrated, connected VUCA world is flat



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The only constant is change



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Changing threat scenarios



Business opportunities



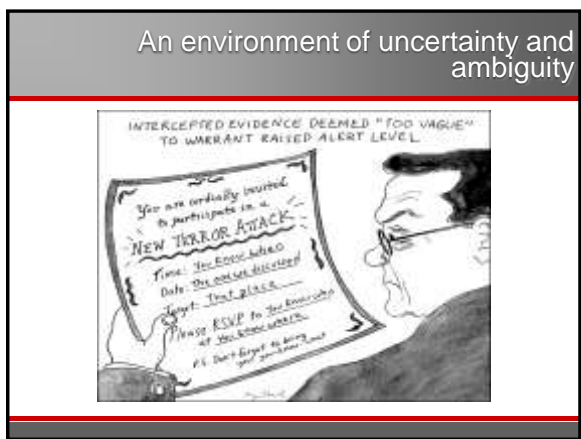
Business opportunities, security challenges



Enabling business innovations to be secure or even lead the innovation



An environment of uncertainty and ambiguity



Challenge: incidents and damage are often invisible

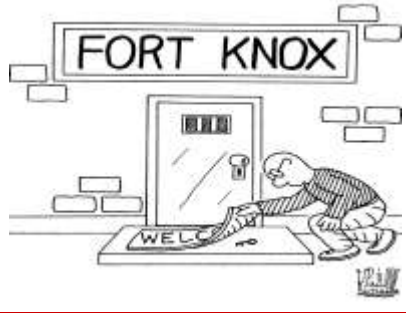


Challenge: the human factor
"THEM"



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The challenge remains: Striking a balance



The challenge remains: Striking a balance



Challenge: day to day workload, operational distractions, fire-fighting



Challenge: perceptions

Proper **execution** and **operational excellence** is expected of support functions including security



Suddenly, a heated exchange took place between the king and the peasant contractor.

Challenge: perceptions

A situation perceived as real is real in its consequences



Thanks to new security technologies, this is a surprise party for its surprise.

Convergence of risks, security and thinking



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Future directions: direction for innovation?


- Complexity of the business requirements, threats
- Need for organisational resilience
- Assurance to show compliance
- Early warning and intelligence based security
- Better incident response & crisis management
- Fusion of security systems, technologies: effect on human factor
- Integrated, converged, risk based, approach to security
- Development & use of standards



"I'm looking for a sense of security and piece of mind in a short-recall-operated, single-action semiautomatic."

Innovating ourselves? Competency development

- It is a lot about us
- Our frames of reference



"It's titled 'Art Thief.'"

- Being prepared and equipped as practitioners to adapt, develop, learn and lead. Converge ourselves
- Team set-up and diversity
- Engage talent from new generations
- Innovating security

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Security Innovation to deal with...

Cybersecurity, crime, mobile technology, natural disasters, and globalization were the biggest security risks anticipated in the next five years.

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Security practitioners Competency development

Decision making, oral communication, critical thinking, maximizing others' performance, and persuasive influencing were the highest-ranked competencies for tomorrow's security professionals.

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Where is change and innovation needed?



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Security practitioners ready for the future?



Skill set of the future?

- Relationship Manager
- Executive Management & Leadership
- Subject Matter Expert
- Governance Team Member
- Risk Manager
- Strategist
- Creative Problem Solver



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Eduard J. Emde, CPP, CISSP
Past President & Chairman of the Board
ASIS International
Twitter: @eduardemde

e.emde@planet.nl
The Netherlands

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Skill set

Relationship Manager

Develops, influences and nurtures trust-based relationships with business unit leaders, government officials and professional organisations. Acts as a consultant to all organisational clients.




Skill set

Executive Management & Leadership

Builds, motivates and leads a professional team attuned to organisational culture, responsive to business needs and committed to integrity and excellence

Snapshots




"As you can see by the pie chart, most of our expenses go to, well, pie."

Skill set

Subject Matter Expert

Provides or sees to the provision of technical expertise appropriate to knowledge of risk and the cost-effective delivery of essential security services



Skill set

Governance Team Member

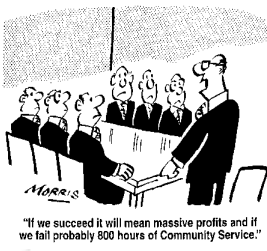
Provides intellectual leadership and active support to the organisation's governance team to ensure risks are made known to senior management and the board



Skill set

Risk Manager

Identifies, analyses and communicates on business and security related risks to the organisation



"If we succeed it will mean massive profits and if we fail probably 600 hours of Community Service."

Skill set

Strategist

Develops global security strategy keyed to likely risks and in collaboration with organisation's stakeholders




"Someone mentioned something about a hole in our security, please don't fall in this hole, and by the way, where is it located?"

Skill set

Creative Problem Solver

Aids competitiveness and adds value by enabling the organisation to engage in business processes to mitigate risk. Acts as a positive change agent on behalf of organisational protection.



"Something's come up that isn't covered in the security guard's handbook."

SECURITY ACCOUNTABILITIES AND RESPONSIBILITIES

<p>Group Responsible for overall security policy (Group Security Standards and Manual) and direction and ensuring compliance through the Group Annual Assurance Process. Providing advice to businesses.</p>	<p>Business Implementing Group Security Standards and Manual. Ensuring line management responsibility.</p>
<p>Corporate Security</p> <ul style="list-style-type: none"> • Threat Assessment • Expert Security Advice & Support • Policy & Standards 	
<p>Country Chair Ensuring compliance with the Group Security Standards and Manual. Contact with government authorities. Monitoring and mitigating risk using established tools and templates (CSTA/CSP).</p>	<p>Business Unit Asset protection. Site security risk assessments and plans. Incident investigation and reporting. Periodic review of adequacy of security measures. Providing security assurance.</p>

Overall accountability for Security Management sits with the business


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SECURITY IN PROJECTS




fit for purpose
Security
involvement
throughout
projects

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