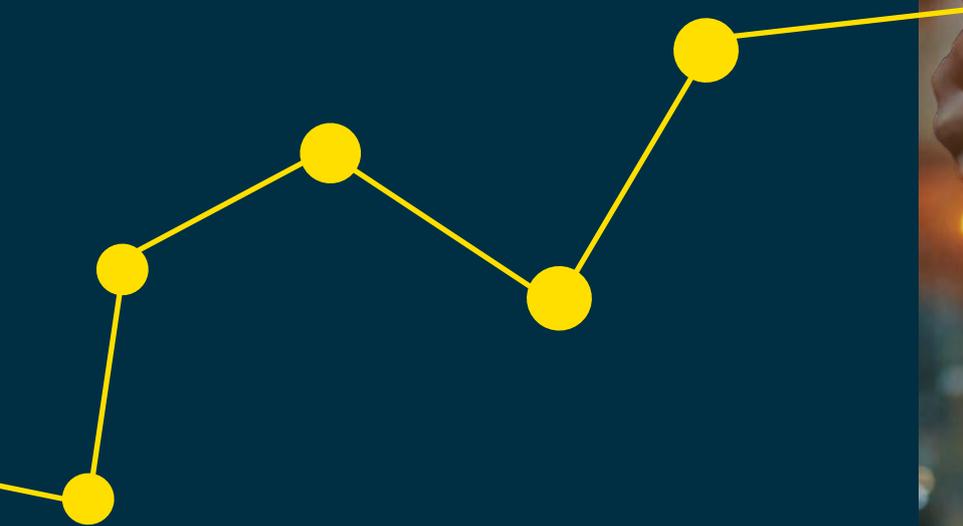




FUTURE SECURITY LEADER PROGRAMME





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Why QA

For over 30 years, QA has equipped people to handle constant disruption and deliver digital transformation. Now, through our consultancy work, we are shifting to equipping people to operate in the **Digital Age**. QA has identified four dimensions that future leaders need to build their development around.



Knowledge and Experience

Individuals will be developing rare and valuable skills that enable them to do the specific functions of a role. This subject matter expertise is the foundation of a leader's credibility.

QA's portfolio is built around the critical skill areas for the Digital Age including cybersecurity and leadership. We believe that QA are uniquely placed to meet your requirement for a long-term CISO development scheme by offering:

- An in depth understanding of the cyber security landscape and its leadership challenges
- End to end consultancy capability from needs analysis to design, evaluation and ROI
- Expert knowledge and experience of current leadership and management research and practice
- Existing portfolio of relevant soft skills content which can be tailored for the security context
- Expertise in designing flexible, digitally-enabled learning solutions for dispersed learners
- Experience in designing for neurodiversity and working with clients where this is a priority
- Ability to draw on lessons learned and 'what works' from other programmes to inform solution design
- Extensive supplier network with niche capabilities in areas such as coaching
- National Cyber Security Centre (NCSC) consulting partnership
- Direct reach into academia through QA's Higher Education



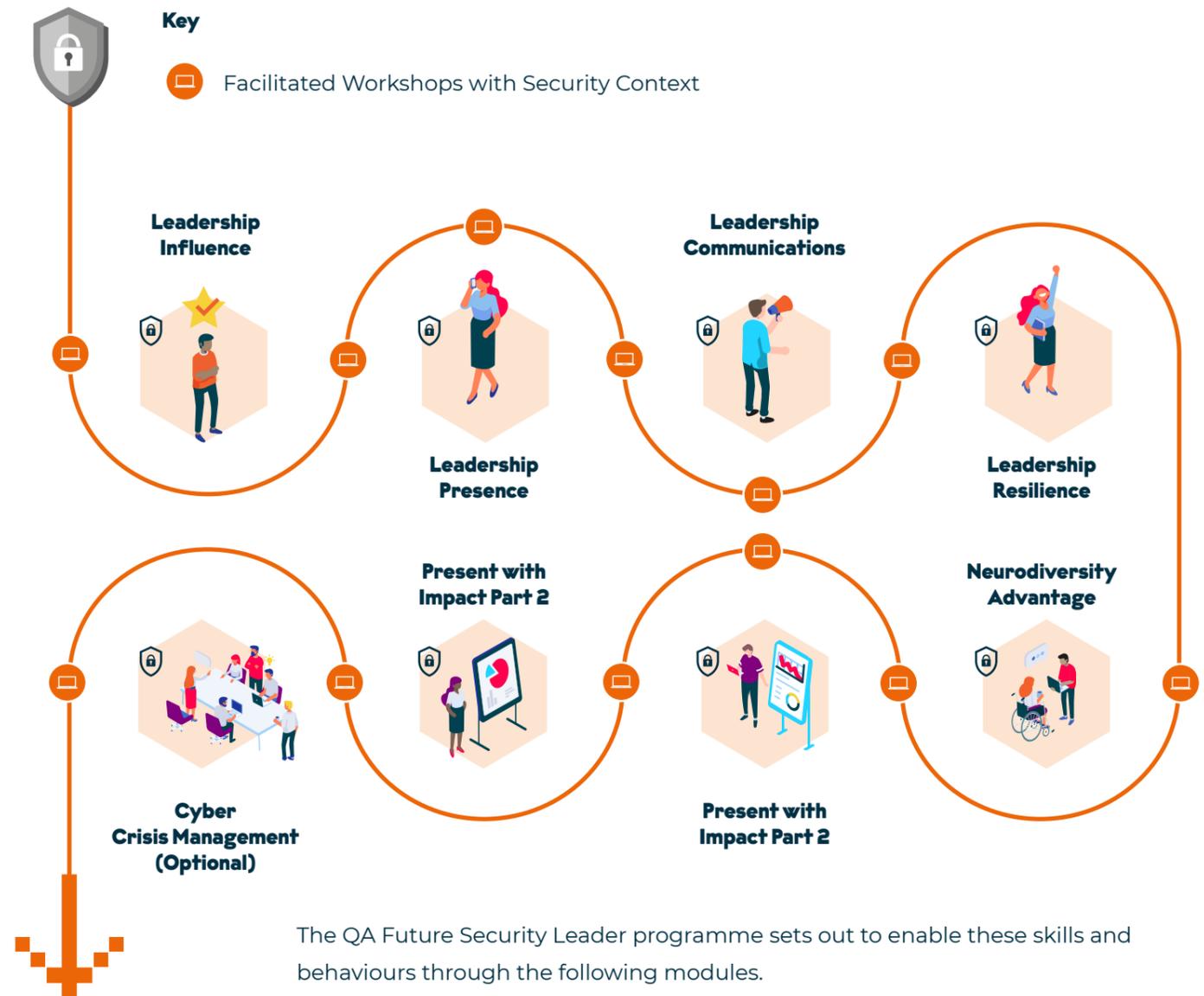
Introduction

The Digital Age is creating new opportunities and challenges for leaders in all professions. Digital environments are conducive to behavioral **change** that can **amplify security risks** and make it more difficult for staff to gauge the consequences of their actions within the digital domain. Security practitioners often have acute skills in **analysing risk, protecting data, setting up technical tools** and responding to security incidents, whilst taking the opportunity to learn from them.

The CISO and future security leaders **must** be equipped with leadership competencies, Human Skills to be established as a leader of **'digital trust'** and become a genuine business enabler.

Creating a **security strategy** is one thing, being able to communicate effectively with the board requires an entirely different set of skills and behaviours. Combined with **presenting security objectives, requirements, goals, and security metrics** into bite size consumable nuggets to enable the board to make effective decisions.

Future Security Leader Programme



The QA Future Security Leader programme sets out to enable these skills and behaviours through the following modules.

- Leadership Influence
- Leadership Presence
- Leadership Communications
- Leadership Resilience
- Neurodiversity Advantage
- Presenting with Impact
- Crisis Management (optional)



Programme Overview

To proactively **support our customers** and their future global security team talent, the Future Security Leader Programme is delivered over six months. Through a series of half day facilitated **virtual workshops** and concluding in an optional face to face event.

The programme is designed in an **iterative approach**. Working together to **accelerate** a new security leadership talent pipeline, capable of strategic insight, enabled by a fresh perspective to deliver competitive advantage with agility and speed.



Leadership Influence

In times of increased change and uncertainty, the resilience and adaptability of the individual is key to success. Knowledge and experience of leadership styles, neurodiversity, and culture are important for the individual and the leader.

Developing the individual skillset through leadership mentoring to share skills, knowledge, and experience. A valuable insight into the pathway of successful leaders for the future leaders of tomorrow, allowing learners to reflect on strengths and traits.

Leadership Presence

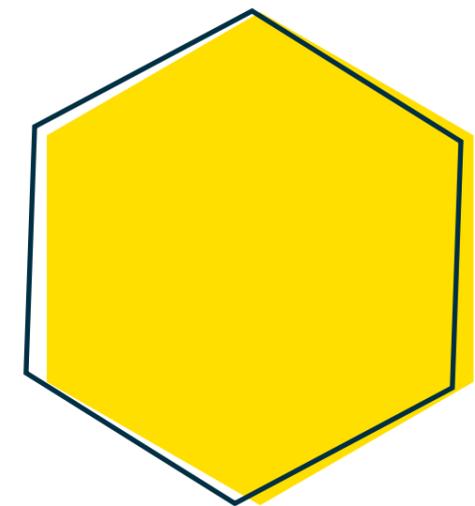
Increasingly, subject matter experts, need personal impact to be able to work as part of multi-disciplinary teams and bringing out what this means in practise. Leaders must develop business acumen and emotional intelligence to be able to bring about change.

Being recognized as a strategic thinker, able to grasp the big picture, ensures the CISO is credible outside of traditional technology conversations. The CISO becomes an asset to the whole organisation. Including career planning and external insight into what firms are looking for when they hire CISOs and senior executives.

Leadership Communications

In these changing times, virtual teams are becoming more commonplace, including geographically dispersed teams. At the core of any virtual team process is communication.

The virtual environment presents considerable challenges to effective communication including time delays in sending feedback, lack of a common frame of reference for all members, differences in salience and interpretation of written text, and assurance of participation from remote team members. Developing nonverbal communication is an important component of team communication which is usually missing in virtual teams.





Leadership Resilience

Being a security leader can be a stressful role, often seen as combative when dealing with pervasive threat actors, increasing regulation, fear of making mistakes and feeling overwhelmed.

Within the programme we will explore and help recognise the signs of stress, fatigue and burnout in oneself and others, which is vital in developing personal and professional resilience. Notwithstanding the feedback and benefits of an executive coaching session for the cohort.

Neurodiversity Advantage

We recognize that neurodiversity is a growing aspect in many highly technical organisations, and we always consider this as part of our design process, drawing on our neurodiversity specialists to ensure accessibility for all.

Understanding the intrinsic value and benefit of a truly diverse team, including the broad range of strengths and weakness to lead in a supportive working environment. Combined with building and leading a diverse team, evaluating the evidence and theories which show how diverse teams are stronger and more effective.

Presenting with Impact

The future security leadership programme helps to develop the relationship experience candidates have with those around them, helping to build trust and gain influence.

We know that security leaders must have the ability to balance multiple stakeholders and communicate information at an appropriate non-technical level, especially when it comes to understanding and managing security risks. Developing the art of persuasion, ensuring security and privacy of data whilst managing conflict between internal stakeholders with competing operating needs.

Media training, public speaking, tools and techniques with group feedback will be critical in this part of the programme. Culminating with mock board level presentations for a challenging topic for a sceptical audience.



Crisis Management (optional)

Security leaders need to build muscle memory when dealing with cyber crisis in any organisation. In our scenario driven, interactive workshop we challenge participants to work together as a team and experiment with different cyber crisis scenarios.

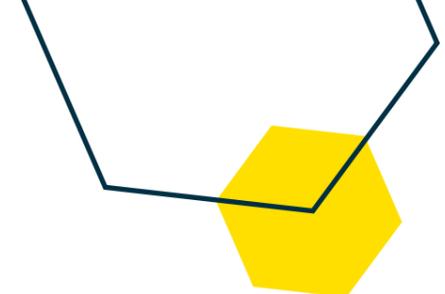
Together with the technical learnings to be taken away from the workshop we will also help understand and address the current strengths and development areas in team dynamics: how different individuals have opportunities to improve the way they communicate, interpret complex situations, make decisions and cope with stress in a mission critical setting.

Security Context Throughout

Crucially the future security leadership programme has an overarching security theme, to ensure realism and credibility of context which is woven into the learning outcomes.

This includes promoting a positive security culture within an organisation which has many dependencies. Notwithstanding good communication skills, influencing a positive vision and gaining stakeholder and executive buy-in.

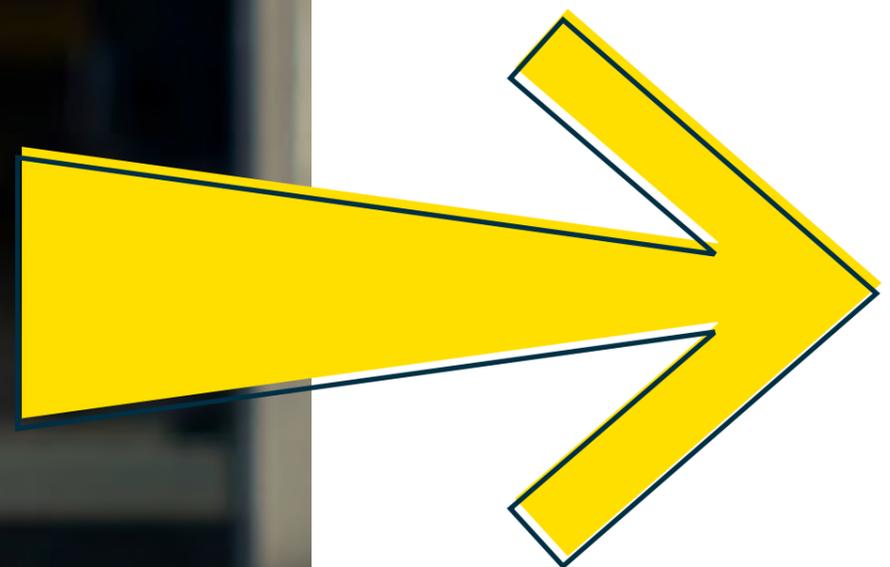




Programme Workshops

Each workshop underpinned by security context; learners will receive the detailed session facilitation materials. Feedback summary from the session per cohort. An **'Actionable knowledge'** booklet/process that brings areas together to encourage more **holistic development**.

This will use the **model of knowledge** and experience – personal brand combining both **behaviors** and **mindset** to enhance individual strengths and the personal journey experience.





Leadership Influence

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Leadership Presence

Increasingly, subject matter experts, need personal impact to be able to work as part of multi-disciplinary teams and bringing out what this means in practise. Leaders must develop business acumen and emotional intelligence to be able to bring about change.

Being recognised as a strategic thinker, able to grasp the big picture, ensures the CISO is credible outside of traditional technology conversations. The CISO becomes an asset to the whole organisation. Including career planning and external insight into what firms are looking for when they hire CISOs and senior executives.

Session objectives:

- Explore the nature of leadership in your industry
- Assess own leadership focus and challenges within a leadership framework
- Identify own sources of leadership influence
- Recognise influencing tactics and how they can go wrong
- Identify how to develop leadership influence
- Explore assertiveness as a key leadership behaviour
- Describe the role assertiveness plays in influencing others
- Apply leadership decision making in workplace scenarios
- Identify and prioritise key stakeholders in your (INSERT) industry
- Recognise the importance of shared expectations with key stakeholder



Session objectives:

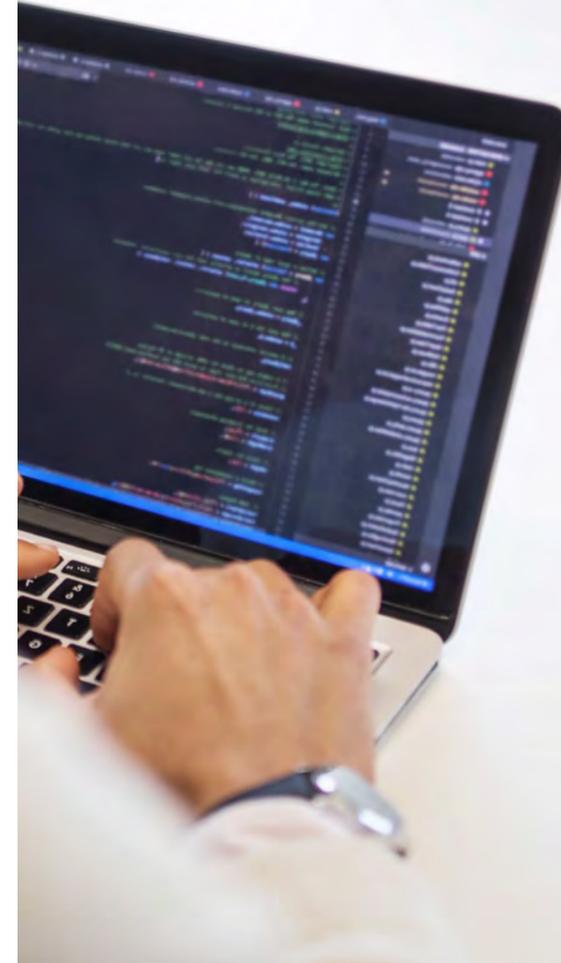
- Recognise the importance of professional presence as a leader
- Examine the potential of your own professional presence
- Develop rapport building behaviours
- Identify how trust builds leadership relationships
- Develop fair and effective delegation skills
- Recognise how effective delegation increases team performance
- Explore how emotional intelligence improves leadership capability
- Learn how to develop Emotional intelligence



Leadership Communications

In these changing times, virtual teams are becoming more commonplace, including geographically dispersed teams. At the core of any virtual team process is communication. The virtual environment presents considerable challenges to effective communication including time delays in sending feedback, lack of a common frame of reference for all members, differences in salience and interpretation of written text, and assurance of participation from remote team members.

Developing nonverbal communication is an important component of team communication which is usually missing in virtual teams.



Leadership Resilience

Being a security leader can be a stressful role, often seen as combative when dealing with pervasive threat actors, increasing regulation, fear of making mistakes and feeling overwhelmed.

Within the programme we will explore and help recognise the signs of stress, fatigue and burnout in one's self and others, which is vital in developing personal and professional resilience. Notwithstanding the feedback and benefits of an executive coaching session for the cohort.

Session objectives:

- Explore the key characteristics of effective leadership communication.
- Describe how to overcome communication challenges.
- Learn best practise when communicating with virtual and distributed teams.
- Examine the importance of empowering questions to motivate staff.
- Recognise the importance of active listening and assess own skills.
- Develop skills in having a difficult conversation and providing effective feedback.
- Recognise the effect of organisational and national cultures on leadership communication.

Session objectives:

- Recognise the signs, symptoms, and triggers of stress
- Describe effective methods of dealing with stress
- Explore workplace measures to prevent and manage stress
- Define the nature of leadership resilience
- Identify methods of building resilience
- Explore how workplace efficiency tools improve leadership resilience



Neurodiversity Advantage

We recognise that neurodiversity is a growing aspect in many highly technical organisations, and we always consider this as part of our design process, drawing on our neurodiversity specialists to ensure accessibility for all. Understanding the intrinsic value and benefit of a truly diverse team, including the broad range of strengths and weakness to lead in a supportive working environment.

Combined with building and leading a diverse team, evaluating the evidence and theories which show how diverse teams are stronger and more effective.



Session objectives:

- Define neurodiversity
- Describe the range of neurodiverse styles
- Recognise the challenges for neurodiverse people
- Differentiate between the medical and social models of disability
- Recognise the protection for neurodiverse employees under the Equalities Act 2010
- Apply measures to the employee lifecycle to be neurodiversity positive
- Recognise opportunities by making reasonable adjustments
- Appreciate the benefits of neurodiversity in the workplace
- Recognise the business case for neurodiversity



Presenting with Impact (2 parts)

The future security leadership programme helps to develop the relationship experience candidates have with those around them, helping to build trust and gain influence. We know that security leaders must have the ability to balance multiple stakeholders and communicate information at an appropriate non-technical level, especially when it comes to understanding and managing security risks. Developing the art of persuasion, ensuring security and privacy of data whilst managing conflict between internal stakeholders with competing operating needs.

Media training, public speaking, tools, and techniques with group feedback will be critical in this part of the programme. Culminating with mock board level presentations for a challenging topic for a sceptical audience.



Part 1 - Session objectives:

- Describe effective research and preparation pre-presentation activities
- Explore a range of presentation structures to match audience expectations
- Recognise the effect of body language in effective communication
- Describe the qualities of the voice and assess own voice for delivering presentations
- Develop knowledge and skills of presenting in a virtual environment
- Learn how to create effective visuals, including the presentation of data
- Demonstrate an effective strategy and method of answering questions
- Detail methods of dealing with challenging

Part 2 - Session objectives:

- Explore a relevant industry/organisational topic
- Practice your own presentations in a confidential and supportive environment
- Demonstrate learning from Presenting with Impact Pt 1 workshop
- Listen and respond to peer feedback and expert advice to enhance skills
- Identify best practice by assessing a range of colleague presentations

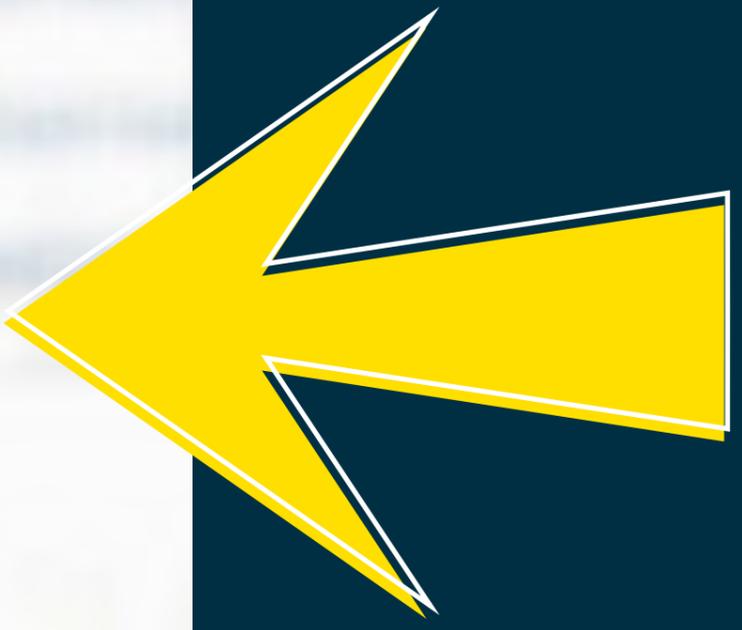




Crisis Management Workshop (optional)

This interactive workshop explores human collaboration and leadership of cybersecurity teams, whether co-located or virtual, are essential when responding during a realistic cyber-attack and have been identified as an important predictor of cyber resilience and defence performance.

Unfortunately, misunderstandings, communication problems and diminished engagement are everyday realities of virtual communications. One of the biggest challenges for virtual teams, therefore, is to prevent geographical distance from leading to psychological distance and to establish a set of trusting relationships influenced by a balanced assessment of other team members' technical



CRISIS MANAGEMENT WORKSHOP (OPTIONAL)

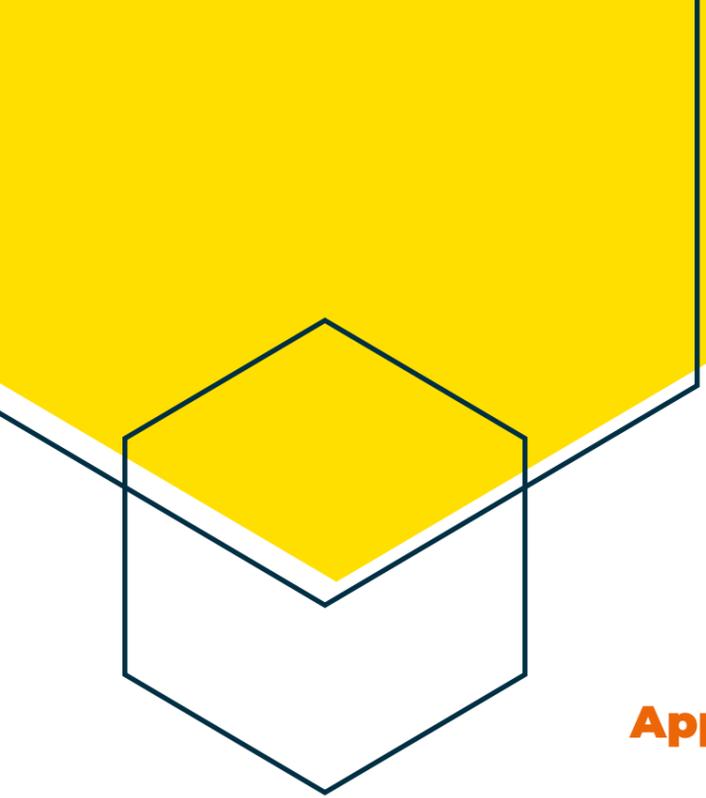
Session objectives:

- how to manage stakeholder communications and make the right decisions
- what behaviours does the organisation expect in the event of a cyber crisis within an existing crisis
- how to set up a virtual war room, and what roles can help in engaging people in it more effectively
- how team dynamics have changed in remote working, how do we counter the potential difficulties by using practical solutions
- reflection upon communication strategies used by the team in the virtual group environment

Collaborative coaching sessions will focus on feedback and discussion of quantitative and qualitative behavioural data gathered on participants before and during the workshop.

Topics addressed, as appropriate, may include:

			
Personal/technical difficulties experienced during the exercise	Virtual Interpersonal communication and collaboration skills	Virtual Team skills	Leadership style and team management
			
Decision making	Internal cognitive processes	Experience of shared information and other biases	Situation awareness



Appendix

About the co-author and lead trainer / coach – Dr Ben Honey. Dr Ben Honey is a corporate learning specialist working with private and public sector organisations to design and deliver leadership and people development products.

Business, educational and behavioural based training delivery and design

- Problem solving, decision making and creativity
- Performance management skills
- Leadership and management programmes
- Political Intelligence
- Advanced presentation and personal presence
- Emotional intelligence
- Conflict management
- Power, influence, persuasion and assertiveness
- Critical thinking skills
- Level 3-7 diplomas in leadership and management
- Business ethics and integrity
- Operational excellence

Retired as a Police Superintendent in 2014. Integral in creating the Metropolitan Police Leadership Academy with responsibilities for the design and delivery of the junior, middle, and senior leadership programmes to 14,000 staff. Included TNA, R&D, key speaker appointments, facilitation, QA, evaluation and facilitating senior teams.

To book visit this page -

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coach trainer**



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**Accredited MBTI, Core
Strengths and MSCEIT
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**Qualified Project Manager
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**Design and delivery of ILM
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