

# RSA<sup>®</sup>Conference2019

San Francisco | March 4–8 | Moscone Center



**BETTER.**

SESSION ID: SBX4-R4

## Internal Affairs: Building Incident Command Frameworks through Diplomacy

**Dana-Megan Rossi**

Assoc. Director, Product Security Operations  
BD



#RSAC

Everyone has a plan until they  
get punched in the mouth.

-Mike Tyson

# Your ability to respond is proportionate to your preparedness

## Build Frameworks, Not Plans

- Tactical execution requires strategic excellence
- Friends don't let friends build IR plans – they build strategic Communication-Coordination Frameworks
- Save the scenario-driven tactical plans for your exercises

# Developing Strategic Coordination for Incident Response



**NOT EVERYONE IN YOUR ORGANIZATION IS PLAYING THE SAME GAME**

# Cross-functional response requires cross-functional collaboration

- Who is your dream IR response team?
- Do they all come from the same background?
- Do they have the same personalities?
- Do they have the same business goals?

# Crisis Tolerance



**NOT EVERYONE IN YOUR ORGANIZATION LIKES RUNNING INTO THE FLAMES**

# Define the game

## ID the Essential Players

- Who are the decision-makers within your organization?
- What motivates them?
- What is their role in Incident Response\*
  - Is their role a) tactical, b) strategic or c) none of the above but they want to be on every coordination call?

# Key Private-Sector Command Principles

Private-sector  
command models  
require an Incident  
Commander that is  
respected within  
the organization

- **Unity of Command:** Internal coordination under one structure, acting as one
- **Common Terms and Definitions:** Communication-coordination is based on common terms and definitions understood by all
- **Management by Objective:** Prioritization of strategic objectives and corresponding tactical action items
- **Subject Matter Accountability:** Subject Matter Experts (SMEs) will drive tactical execution at the team level
- **Modular Command System:** scalability based on event



# Who's in control?



**DEFINING ROLES IN ADVANCE OF THE RESPONSE ELIMINATES STRESS BUT IT ALSO....**

## ...Builds Alliances

Move with Culture,  
Not Against It

- How are budgets defined within your organization?
- What internal cross-functional conversations and relationships are required?
- How do you build alliances to eliminate multi-command scenarios?

# Even the worst tasting cake is a little better if you helped bake it

- Look for synergies and give up elements of control
  - Example: Priority ratings; Triage
- Leverage a matrixed environment
- Build relationship based on respect for differences
- Get in front of senior management AND tactical teams
- Develop practices in a business context – move where business interests are greatest

# Ready to start building consensus?



# Key Strategies for your Communication-Coordination Framework

- Build relationships!
  - Internally AND externally
- Identify key decision-makers outside of your hierarchy
- Respect budget sensitivities
- Leverage a matrixed structure to *develop* the framework
- Align your strategies with key business priorities, not security priorities

# RSA<sup>®</sup>Conference2019

