

Security Program Strategy & Operations > Strategic Planning/Management

# Influential Strategies for Corporate Security

Created by the Security Executive Council

Don't neglect developing your security organization's high-level goals, strategies, and objectives. A good strategy can mean the difference between Security being thought of as a necessary cost and Security being thought of as an enterprise-level risk partner. The following goals, strategies, and objectives are based on examples we've witnessed as we help organizations move security to that next level.

Goal	<ul> <li>An efficient and effective security program that is acknowledged by senior management</li> </ul>	WHY TAKE THIS PATH?
Strategy	<ul> <li>Conduct internal value assessments of resources and activities</li> </ul>	Like a boxer off- balance, lacking detailed information
Objective	<ul> <li>Know security's capacity within 95% accuracy resulting in better defense of resources or enhancing resources</li> </ul>	about the value
Tactic	•SEC's Internal Value Analysis	puts you at a great disadvantage in your organization.

Goal	<ul> <li>Security is fully aligned with business goals</li> </ul>	
Strategy	<ul> <li>Connect board-level risks to security mitigation activities</li> </ul>	WHY TAKE THIS PATH? A business function
Objective	<ul> <li>Increased involvement in assisting the organization with risk decisions</li> </ul>	should support and enable the goals of the organization. Security should not
Tactic	•SEC's Board-Level Risk and Enterprise/Security Risk Alignment	be exempt from this.

Goal	<ul> <li>Security is a recognized subject matter expert on security risk mitigation</li> </ul>	WHY TAKE THIS PATH?
Strategy	<ul> <li>Meaningful interactions with internal customers and other risk leaders</li> </ul>	Being the part of a greater solution can
Objective	<ul> <li>Engage BU leaders to collectively better identify operational risks of concern and mitigate those risks</li> </ul>	reinforce the value and benefits Security brings to the organization as well as furthers your standing with business peers.
Tactic	•SEC's Operational Security Risk Framework/Committee Formation	

Goal	<ul> <li>Enhance Security's image among senior management and rest of the organization</li> </ul>	WHY TAKE TH
Strategy	<ul> <li>Influence senior management on Security's role</li> </ul>	If Security is no marketing itsel succinctly and consistently to of the organize likely others wi the value (or la value) you offe business.
Objective	<ul> <li>Increase understanding of Security to result in better buy-in for programs or resource requests</li> </ul>	
Tactic	•SEC's Executive Communication Program (aka "storyboard")	

Goal	<ul> <li>Security's value to the organization is evident and withstands management critique</li> </ul>
Strategy	<ul> <li>Quantify Security's contributions to the organization</li> </ul>
Objective	<ul> <li>Create 5 meaningful Security metrics; compare year-to-year for improvement and value</li> </ul>
Tactic	<ul> <li>SEC's Measures and Metrics Program</li> </ul>

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#### WHY TAKE THIS PATH?

Metrics provide a tool that is used by the organization to show progress toward goals, improve and optimize processes, and provide an early warning indicator of problems. Creating and sharing your performance metrics shines a new light on the business focus of Security.

Goal	•Establish Security as a key business value-adding leader
Strategy	<ul> <li>Map security services against organizational risks and stakeholder concerns</li> </ul>
Objective	<ul> <li>Better identify emerging risks; create new mitigation strategies to meet those risks and test effectiveness</li> </ul>
Tactic	<ul> <li>SEC's Board-Level Risk process and all-hazards risk assessments</li> </ul>

### WHY TAKE THIS PATH?

Security will be more in tune with what the Board and senior management see as important. It will show at a high level how Security is involved in reducing unwanted security risks by business area. Visit the Security Executive Council website for other resources in the <u>Security Program Strategy & Operations > Strategic</u> <u>Planning/Management</u> series.

## **About the Security Executive Council**

The SEC is the leading research and advisory firm focused on corporate security risk mitigation solutions. Having worked with hundreds of companies and organizations we have witnessed the proven practices that produce the most positive transformation. Our subject matter experts have deep expertise in all aspects of security risk mitigation strategy; they collaborate with security leaders to transform security programs into more capable and valued centers of excellence. Watch our <u>3-minute video</u> to learn more.

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