introducing the

Straight Talk Framework

Answer 5 Questions
Consider 3 Perspectives
Work through 3 rounds

Use the variable constraints of this framework to guide a better experience matched to your unique situation & conditions

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Leading Security: A Triple Challenge

Leaders trying to improve the security of their organizations face a combination of three challenges. The results impact security leaders, executives and boards concerned about security, and business leaders across the organization.

<table>
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<th>General Leadership Challenges</th>
<th>Unique Security Challenges</th>
<th>Organizational Friction</th>
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<tbody>
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<td>all organizations are struggling to address consistently</td>
<td>that require a different way of thinking and action to address</td>
<td>combined with the complexity (and confusion) of security</td>
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Friction erodes value.
It increases the cost of human connection and grinds progress to a halt and causes failure.

Leaders need a way to place focus on the right things while bringing people together. They need **Straight Talk**.
Benefits of **Straight Talk**

Bring the right **people together** and give them a voice without wasting their time.

Increase **confidence** in 3 key areas:
- **Alignment** with mutual understanding
- **Domain Knowledge** (*essential in security*)
- **Resilience** in the direction (*because nothing ever goes according to plan*)

Make **better decisions** faster, consistently.

We have far more in common with our colleagues than we have in difference. Our ability to come together and understand each other is truly remarkable.

**When it happens.**

The key is tapping into this ability in a consistent way. To signal to people that they have value. Without wasting their time. **We expect exceptional leaders to do this.**

The **Straight Talk Framework guides** this.
Mindset drives success

Stop wasting time: instead of another meeting, uniting people with a clear purpose and defined process

Listen: in a way that invites people to share their voices and experiences, incorporating their insights into the outcome

Expand your field of view: explore the edges, seams, and achieve alignment by focusing on shared context and opportunity

The mindset of success inspires a better tomorrow.

The right question is more powerful than the correct answer.

Exceptional leaders know the right process drives success. Which means you don’t need to know the answers before you begin.
Simple structure is flexible and powerful. The antidote to organizational friction.

Combined with the right constraints, structure removes uncertainty and unleashes creativity.

Structure eases the process of sharing information.

Structure drives innovation.

**Answer 5 questions:** explore each answer in order, for each perspective, through each of the rounds

**Consider 3 perspectives:** identify and explore the questions from three different fields of view for a more complete picture

**Work through 3 rounds:** guide deliberate effort through consecutive rounds matched to a specific purpose
Answer 5 Questions

1. **What problem** are we trying to solve?
2. **How tall** to ride? (any requirements)
3. What is the **value**?
4. How do we **measure**?
5. How do we **communicate**?

It only takes five leadership questions considered in **context** (and following the method) to reveal the information necessary for better, faster decisions.

These questions are simple by design. **Simple questions are powerful.**

Use these questions to drive to the heart of the matter while allowing remarkable flexibility to adapt to each context.
Consider 3 Perspectives

The person asking: in a typical security setting, this is the security leader - it can be anyone in context initiating the conversation.

The person answering: the person (or team) responsible for providing information and proof of the correct answer.

The person assessing: who else is responsible for reviewing the information in an effort to guide a better decision?

This framework draws on the power of perspective switching — an ability to see a situation through a different lens.

Exploring other perspectives reveals a more complete picture of the challenge — and the right path forward.

Involving people with different fields of view provides benefits for everyone involved.
Work through 3 rounds

1. **Discover viewpoints**: share and capture as much experience and field of view as possible in the time allowed

2. **Distill to value (for all)**: blend perspectives into a cohesive, shared understanding of value that works for all

3. **Prepare to dialogue**: consider the elements necessary to discuss and forge the solution and resulting action

Deliberately work through three consecutive rounds. The method allows for schedule, timing, and other ways to drive results.

**Each round is purposeful.**

**Each round advances toward the right decision or outcome.**

Even without additional time between rounds for incubation, each round provides a focus.
The method matters

Size your effort: based on whether you seek an experience (direction), an answer, or need to provide the explanation.

Allocate time: set limits to address each question, perspective, and round based on your depth and expected outcome.

Embrace the process: create an experience that encourages participation over cut & paste.

While the method guides a variety of options, there are no real rules.

Start by defining the improvement in condition and allocate time. Then embrace the process. Cut and paste is not part of the process. If something already defined was clear, we wouldn’t need to cut through the noise.

Define the perspectives, ask the questions, and work through the rounds.
Support for each step of your journey

The **Straight Talk Framework** guides leaders with the right questions, perspectives, and rounds to get the information needed to make better decisions faster.

When paired with the right mindset and method, the power is impressive. Let me help you earn respect for your leadership and get the results you deserve.

Get more free resources and explore the programs that guide leaders and organizations to **Straight Talk** at securitycatalyst.com
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Contributing Editor, CSO Online
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Meet Michael Santarcangelo

I develop exceptional leaders and powerful communicators with the security mindset of success.

Michael Santarcangelo is a practitioner focused on uncovering and solving real issues at the positive intersection of leadership, communication, and security — with an emphasis on the mindset necessary for success.

Known for his ability to translate complexity into comprehension, Michael is a master of bringing people together, united around common goals. His practice celebrates the individual journey while connecting each to universal elements necessary for success.

His success draws on two decades of experience advancing security across a variety of operational roles and industries. He actively champions industry efforts through his leadership on SC Cyber aimed to bring together academia, government, and industry. He shares insights and amplifies the good work of others through writing, speaking, and his work as a contributing editor for CSO Online.

Michael elevates and advances leaders by guiding the best next step of their journey.