



# The Insider Threat and Organizational Culture

Culture Established and Driven by the Leader

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President/CEO/Owner



# Insider Threat

## Federal Government Perspective

- ▶ An Insider Threat is defined as “the likelihood, risk or potential that an insider will use his or her authorized access, wittingly or unwittingly to do harm to the security of the United States.”
- ▶ Inside Threat Program (ITP) seek to establish a secure operating environment for personnel, facilities, information, equipment, networks, or systems from Insider Threats.

## Corporate Perspective

- ▶ We seek to establish a secure operating environment for personnel, facilities, information, equipment, networks, or systems from the risk or potential that an one of our team members will use his or her authorized access, wittingly or unwittingly to do harm to the security, competitiveness or prosperity of our company.



# Insider Threat

- ▶ What creates or causes an employee/team member to become an insider threat to the company, to the country?

# What is Organizational Culture?



How things get done around here, and what is important?



# Culture defined by:

- ▶ Vision, Mission, and Values
- ▶ Policies/Procedures (how we do things)
- ▶ Benefits, Recognition, and Reward
- ▶ The Leader: You

## Quote:

*“Culture is defined by the worst behavior the organization, the leader allows.” unknown*

# Different Types of Cultures

## BLAME

- Little to no trust between mgmt. and front line employees
- Punitive measures taken as a result of incidents/accidents
- No investigative process
- No search for contributing factors
- No fair disciplinary process
- High turnover
- High Risk

## SECRETIVE

- Employees actively hide risk
- Rewards for falsely low safety statistics
- No investigative process
- No search for contributing factors
- No fair disciplinary process
- High turnover
- High Risk

## REPORTING

- Developing cooperative bwtm mgmt. and front line employees
- Risk reporting is not punished
- Investigative process robust
- Search for contributing factors unbiased and fair
- Fair disciplinary process established
- Lowering of turnover
- Risk reduced

## JUST

- Established cooperative bwtm mgmt. and front line employees
- Risk reporting is rewarded
- Investigative process robust
- Cultural wide learning from investigation findings
- Fair disciplinary process established
- Low turnover
- Risk reduced



# Engagement

Organizational Culture Drives:

- ▶ Employee Engagement
- ▶ Corporate Success

Gallup Poll has spent 30 years studying employee engagement across Fortune 500 companies. The data has changed little over 30 years.

# Employee Engagement

Organizational Culture Drives:

- ▶ Engaged
- ▶ Not Engaged
- ▶ Actively Disengaged







# Actively Disengaged

- ▶ What might you see from an “actively disengaged” team member?

# The Data Shows

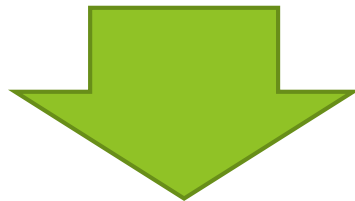
- ▶ The **Leader** has the most significant impact on employee engagement.
- ▶ Employees do not leave companies; they leave their **immediate supervisor**.



# Factors That Foster Engagement

## When employees

- ▶ Know what is expected of them
- ▶ Understand their place in the company vision
- ▶ Have support to use available resources
- ▶ Are connected to strategic imperatives
- ▶ Feel they are trusted and treated fairly
- ▶ Know there is potential for advancement
- ▶ Have an opportunity to learn and grow
- ▶ Know people at work care about them
- ▶ Receive recognition and praise



**Are these reflected in the culture you are creating?**

# Organizational Culture

What impacts your organizational culture and employee engagement?

- ▶ Policies of distrust and disloyalty
- ▶ Dysfunctional systems
- ▶ Policies that force internal competition making winners and losers among your team
- ▶ Paternalistic relationships
- ▶ Arrogance and greed
- ▶ Employees as objects of utility
- ▶ Teamwork gone bad
- ▶ Leaders not “walking the talk”





# Improving Organization Culture

## How do you turn it around?

- ▶ Clear, constant ennobling purpose
- ▶ Opportunities to learn and grow
- ▶ Continuous improvement in methods or processes
- ▶ Mutual respect and trust
- ▶ Frequent communications and access to information
- ▶ A sense of community
- ▶ Participation and clear expectations
- ▶ Policies, procedures, benefits, and compensation that are consistent with the above
- ▶ Leader behavior and decision making consistent with the above
- ▶ Leaders remembering they are a roll model and set the bar for behavior and performance

Results: Great employee/team member engagement, greater corporate success, and higher profitability.....  
and **reduced risk of inside threats!**



# Lessons I Learned in Scaling My Business

## Corporate Culture: CEO's job

- ▶ Check decisions and actions against values and goals
- ▶ Communicate, communicate values and direction
- ▶ Train leaders/managers so their performance aligns with core values and culture in order to:
  - Keep the workforce engaged
  - Improve the quality and frequency of the conversation to get desired outcomes
  - Celebrate, recognize, and reward success
  - Take steps to improve engagement
- ▶ Measure and get feedback



# Gallup Poll: Strength Finders

1. Do I know what is expected of me at work? \_\_\_\_\_
2. Do I have the materials and equipment I need to do my work right?  
\_\_\_\_\_
3. At work, do I have the opportunity to do what I do best every day?  
\_\_\_\_\_
4. In the last month, have I received recognition or praise for doing good work? \_\_\_\_\_
5. Does my supervisor/manager, or someone at work, care about me as a person? \_\_\_\_\_
6. Is there someone at work who encourages my development?  
\_\_\_\_\_
7. At work, do my opinions seem to count? \_\_\_\_\_



# Gallup Poll: Strength Finders

8. Does the mission/purpose of my company make me feel my job is important? \_\_\_\_\_
9. Are my co-workers committed to doing quality work? \_\_\_\_\_
10. Do I have good friends at work? \_\_\_\_\_
11. In the last six months, has someone talked to me about my progress? \_\_\_\_\_
12. This last year, have I had opportunities at work to learn and grow?  
\_\_\_\_\_
13. Do I understand the Vision and Core Values of the company?  
\_\_\_\_\_
14. Do I know the Mission Statement of the company and what it means? \_\_\_\_\_
15. Am I aware of the Key Performance Indicators (KPIs) that measure my performance and productivity? \_\_\_\_\_



# Focus of Gallup's Questions:

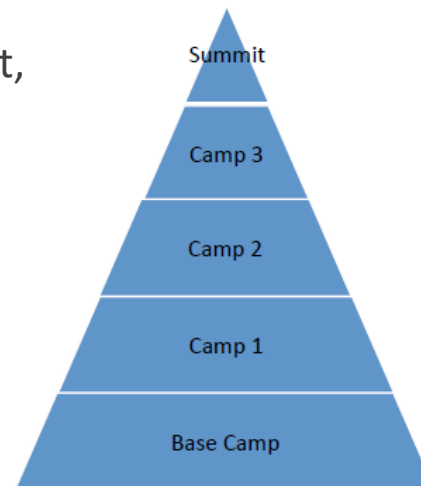
**What do I get?** *Base Camp.* Initial days/weeks of employment. What is expected, how much you are going to earn, work environment, etc.  
Questions 1 & 2

**What do I give?** *Camp 1.* Am I good at my job? Can I excel in my role? What do other people think? Individual contributions.  
Questions 3, 4, 5, 6

**Do I belong here?** *Camp 2.* Right role for talent, meets basic value system.  
Questions 7, 8, 9, 10

**How can we all grow?** *Camp 3.* Innovation, new ideas accepted/rejected, group dynamics.  
Questions 11, 12, 13, 14 & 15

**Summit** = 5's to all questions.





# AMTIS Waggl Survey

- ▶ Used 7 of the 12 Gallup Poll Questions to measure our progress
- ▶ Survey AMTIS Team members every 6 months
- ▶ What do the results tell us from the June 2016 Survey using Waggl?
- ▶ Follow up actions

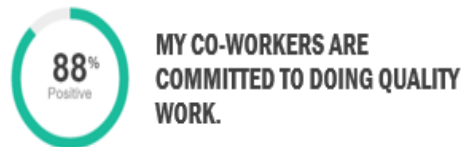
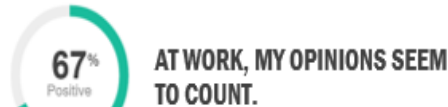
# AMTIS Employee Survey – Waggl Pulse

In early June, we rolled out the company's first Waggl Pulse. We listened to many voices chiming in together. This collective brought up some great responses. Thank you! This was only possible with your participation. Below, you'll find the results and themes identified by you! For additional information and comments about the results, please click [HERE](#).

## SUMMARY

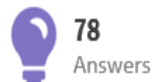


## THE STATS



## THE VOICE

**WHAT IS THE ONE THING THAT YOU WANT TO COMMUNICATE DIRECTLY TO OUR CEO (BARBARA STANKOWSKI) ABOUT WHAT IS WORKING, OR WHAT IS NOT WORKING?**



## TOP ANSWERS

- #1** You have done an excellent job at maintaining a great culture at AMTIS!
- #2** I like that we are treated with respect as professionals. There is no micro-managing.
- #3** She has created an amazing company with a culture that encourages each of its employees to do not only the best for the company but the best for themselves.
- #4** I will like to let the CEO know how appreciated I am what the company does especially the HR.
- #5** AMTIS is a very caring company and really value their employees. Really like how the company shows appreciation at the end of the year with the bonus. The communication is also wonderful with the folks in Orlando.

## COMMON THEMES

**Work Environment**  
7 Answers

**Everything is Working**  
4 Answers

**No Comment at This Time**  
2 Answers

**End of the Year**  
2 Answers

**Great Culture**  
2 Answers

**Job Well Done**  
2 Answers

**Positive Feedback**  
2 Answers



# Based on Results of Survey

- ▶ Rolled out a formal, documented Performance Management Strategy focused on:
  - Goal Setting
  - Coaching
  - Individual Development
  - Rewards and Recognition
- ▶ Provided training to all leaders (Senior Leaders, Supervisors, Site Leads, and PMs) in December 2016
- ▶ Survey again in February 2017

# Management Essentials Training

Focuses on Managing with the  
Four Core Conversations:

Performance planning

Goal  
Setting

Day-to-day coaching

Praising

Redirecting

Reviewing and evaluating

Wrapping  
Up

# Leader Development Courses Offered Locally

AMTIS is a Ken Blanchard Companies Channel Partner providing research-based and proven content:

- ▶ Situational Leadership II Concepts (4 hours)
- ▶ Building Trust (4 hours)
- ▶ Challenging Conversations (4 hours)
- ▶ Coaching Essentials (4 hours)
- ▶ First Time Managers (1-day)
- ▶ Management Essentials (1-day)
- ▶ Situational Frontline Leadership (2-day)
- ▶ Situational Leadership® II (2-day)

Courses can be coupled with one-on-one coaching



# A parting thought:

“IT TAKES 20 YEARS TO  
BUILD A REPUTATION AND  
FIVE MINUTES TO RUIN IT.  
IF YOU THINK ABOUT THAT,  
YOU’LL DO THINGS  
DIFFERENTLY.”

– WARREN BUFFETT –  
Chairman & CEO  
Berkshire Hathaway





Questions??





# How to Contact Us

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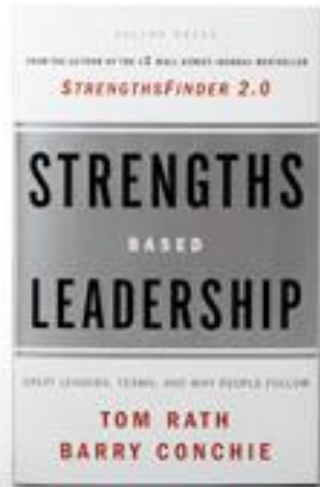
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# References



- ▶ *First, Break All the Rules*  
By Marcus Buckingham
- ▶ *StrengthsFinder 2.0*  
By Tom Rath
- ▶ [WWW.GALLUPSTRENGTHSCENTER.COM](http://WWW.GALLUPSTRENGTHSCENTER.COM)
- ▶ [WWW.EXECLEADERSHIPRESOURCES.COM](http://WWW.EXECLEADERSHIPRESOURCES.COM)