The Insider Threat and Organizational Culture

Culture Established and Driven by the Leader

Barbara Stankowski
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

<table>
<thead>
<tr>
<th>BLAME</th>
<th>SECRETIVE</th>
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<tbody>
<tr>
<td>-Little to no trust between mgmt. and front line employees</td>
<td>-Employees actively hide risk</td>
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<tr>
<td>-Punitive measures taken as a result of incidents/accidents</td>
<td>-Rewards for falsely low safety statistics</td>
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<tr>
<td>-No investigative process</td>
<td>-No investigative process</td>
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<tr>
<td>-No search for contributing factors</td>
<td>-No search for contributing factors</td>
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<tr>
<td>-No fair disciplinary process</td>
<td>-No fair disciplinary process</td>
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<tr>
<td>-High turnover</td>
<td>-High turnover</td>
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<tr>
<td>-High Risk</td>
<td>-High Risk</td>
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<table>
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<tr>
<th>REPORTING</th>
<th>JUST</th>
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<tr>
<td>-Developing cooperative bwtw mgmt. and front line employees</td>
<td>-Established cooperative bwtw mgmt. and front line employees</td>
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<tr>
<td>-Risk reporting is not punished</td>
<td>-Risk reporting is rewarded</td>
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<tr>
<td>-Investigative process robust</td>
<td>-Investigative process robust</td>
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<tr>
<td>-Search for contributing factors unbiased and fair</td>
<td>-Cultural wide learning from investigation findings</td>
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<tr>
<td>-Fair disciplinary process established</td>
<td>-Fair disciplinary process established</td>
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<tr>
<td>-Lowering of turnover</td>
<td>-Low turnover</td>
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<tr>
<td>-Risk reduced</td>
<td>-Risk reduced</td>
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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

When surveyed:
- 25% are truly engaged
- 50% are not engaged
- 25% are 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 role 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


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
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**

- **JUN 1 2016** Start
- **JUN 10 2016** End
- **107** People

**THE STATS**

- **90%** Positive
  - I know what is expected of me at work.
- **80%** Positive
  - I have the materials and equipment I need to do my work right.
- **78%** Positive
  - At work, I have the opportunity to do what I do best every day.
- **79%** Positive
  - My supervisor/manager, or someone at work, cares about me as a person.
- **68%** Positive
  - There is someone at work who encourages my development.
- **67%** Positive
  - At work, my opinions seem to count.
- **88%** Positive
  - My co-workers are committed to doing quality work.

**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?

- **78** Answers
- **1650** Votes

**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
- Day-to-day coaching
- Reviewing and evaluating

Goal Setting
Praising
Redirecting
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

FORTUNE
Questions??
How to Contact Us

Headquarters: 12124 High Tech Ave., Suite 150
Orlando, FL 32817
407.513.9490
www.amtisinc.com

Ms. Barbara Stankowski, President and CEO
bstankowski@amtisinc.com
407.513.9490, ext. 202
407.952.1233 (cell)
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)