



Building Leadership  
1% at a time



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# Leadership Experience



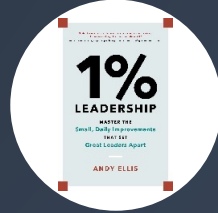
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**2021 inductee**  
*CSO Hall of Fame*



**Author**  
*1% Leadership*



**Advisory CISO**  
*Orca Security*



**Operating Partner**  
*YL Ventures*



**CEO/Principal**  
*Duha*



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*Akamai*



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*SANS DMA*



**Spirit of Disneyland**  
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*Wine Spectator*

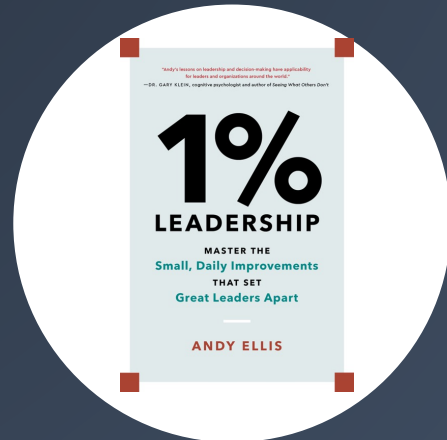
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## Talk Webpage

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<https://www.csoandy.com/talks/files/leadership-disciplines.html>



## 1% Leadership

Buffet-style leadership lessons, in concise and easy to consume short chapters

<https://www.csoandy.com/book/>

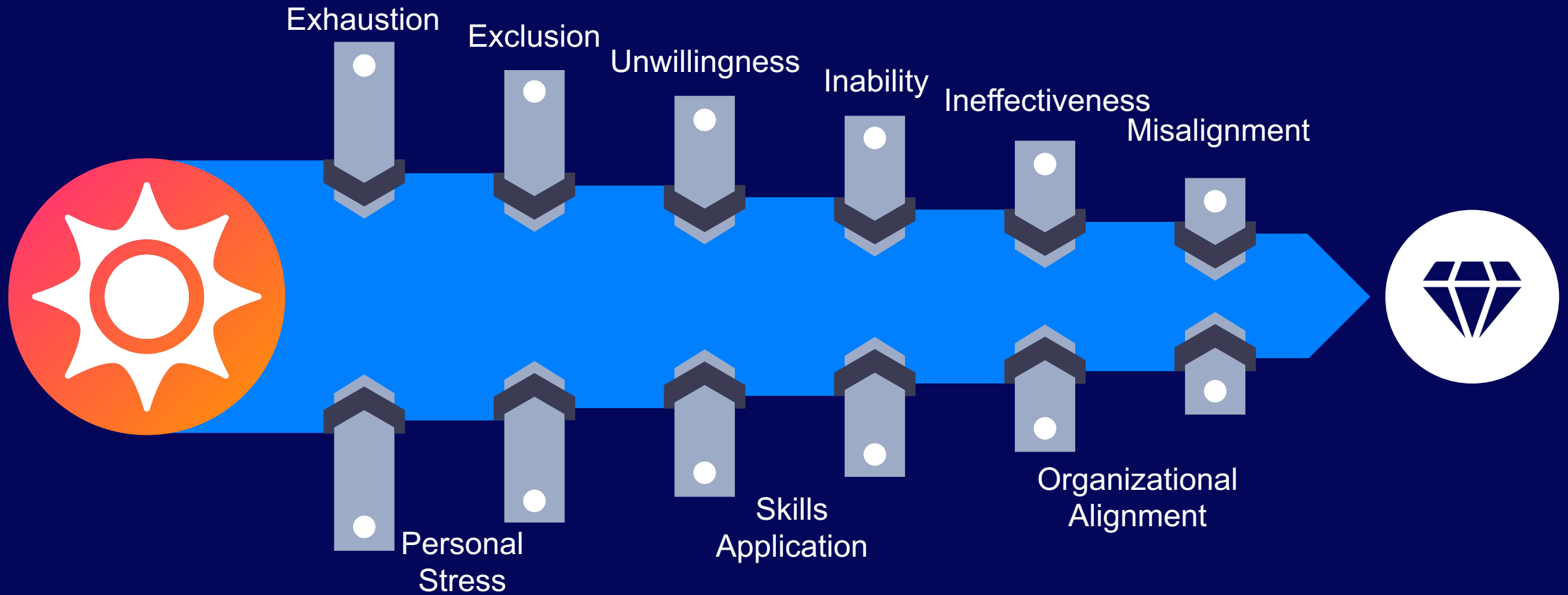
## Duha One Newsletter

Weekly newsletter, with short and approachable leadership lessons

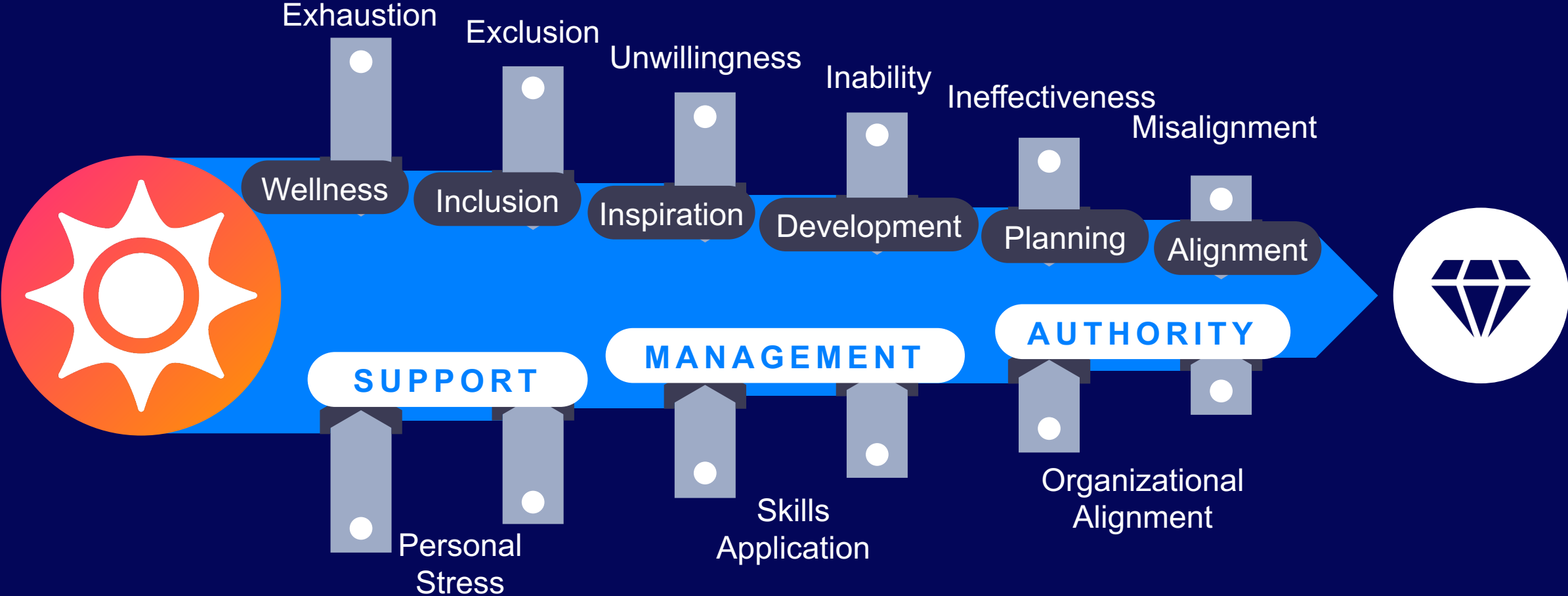
<https://duhaone.substack.com/>






# Six Ways to Waste Energy and Kill Value



# Leadership Disciplines



	SUPPORT		MANAGEMENT		AUTHORITY	
	Wellness	Inclusion	Inspiration	Development	Planning	Alignment
Personal 	Your wellness is one of the greatest assets you control	Don't borrow evil where it wasn't intended	Serenity is knowing that the crap you're wading through is crap you chose to deal with	Becoming right requires accepting that you might be wrong	Whether you jump out of an airplane or get pushed out, you still need a parachute	You need vision to know if you're on a right path
Team 	Four days of great work now are rarely more important than four months later	Inclusion is the sum of countless everyday micro-inclusions	Celebrating victories builds relationships	Feedback needs to be a window, not a one-way mirror	There is no perfect plan – there is only the best plan so far	Outrun the bear, not your friends
Org 	If you don't pay attention, you'll miss the gorilla in the room	Culture is a garden of the plants you celebrate and the weeds you tolerate	Navigating the path forward drives engagement	Performance development should be applied to every person on your team	If you spend all your time fixing crises, you aren't averting future crises	Keep your hand on the wheel to stay in your lane

# Wellness

Maximize the energy people bring to the organization.



Increase their total energy



Decrease the energy cost to show up

Your wellness is one of the greatest assets you control



Four days of great work now are rarely more important than four months later




If you don't pay attention, you'll miss the gorilla in the room







# Inclusion

Reduce the energy cost people pay just to exist in a space.


Don't borrow evil where it wasn't intended 

Culture is a garden of the plants you celebrate and the weeds you tolerate 


Inclusion is the sum of countless everyday micro-inclusions 

# Inspiration


Align people's  
desire to do  
work with the  
organization's  
need for work



Serenity is  
knowing that  
the crap  
you're wading  
through is  
crap you  
chose to deal  
with



Navigating the  
path forward  
drives  
engagement



Celebrating  
victories  
builds  
relationships

# Development

Give people  
the skills to  
change the  
world


Becoming right  
requires accepting that  
you might be wrong

Feedback needs to  
be a window, not a  
one-way mirror


Performance  
development should be  
applied to every person  
on your team

# Planning


Ensure that work isn't wasted, and that opportunities are seized



Whether you jump out of an airplane or get pushed out, you still need a parachute




If you spend all your time fixing crises, you aren't averting future crises




There is no perfect plan – there is only the best plan so far

# Alignment


Keep teams  
from working  
at cross-  
purposes






You need  
vision to know  
if you're on a  
right path



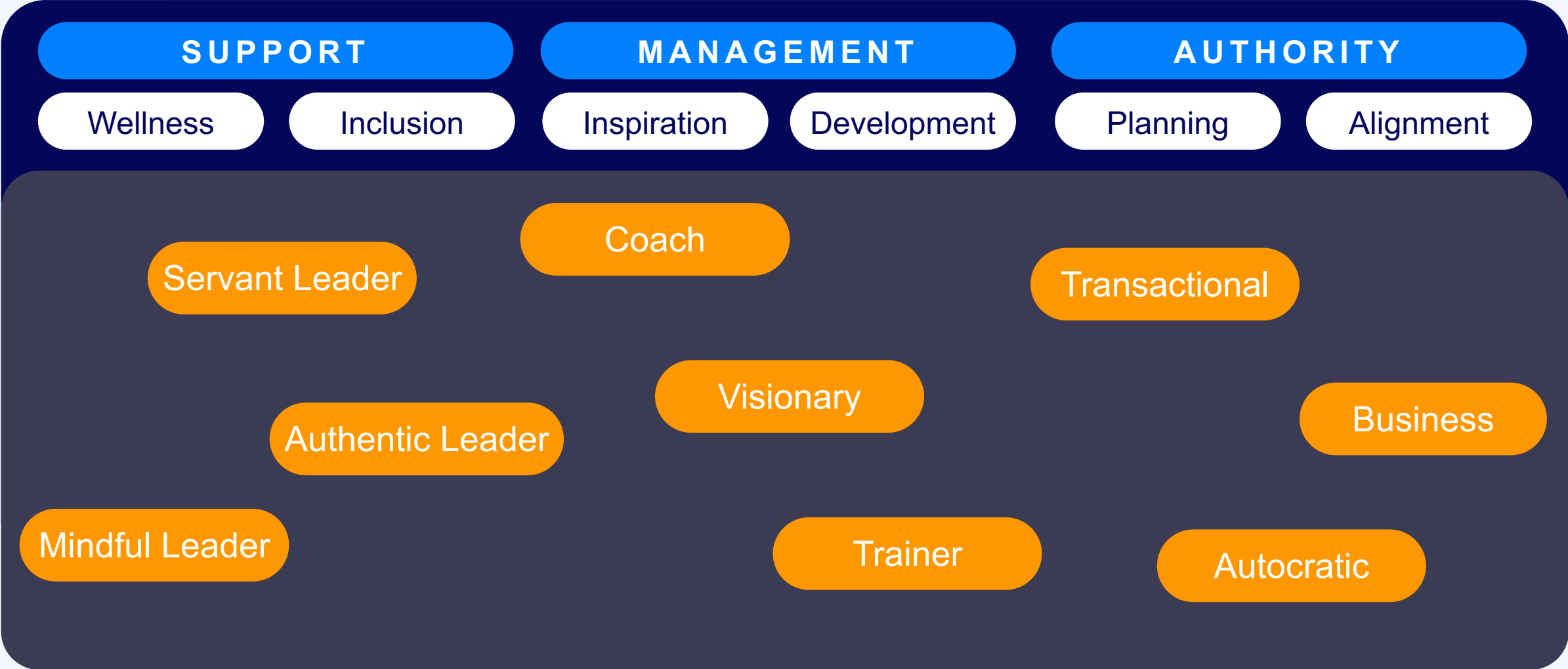
Keep your  
hand on the  
wheel to stay  
in your lane



Outrun the  
bear, not your  
friends

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# Leaders who Focus



# Just like you balance your skills...

## **Skill balance is essential to managing crises**

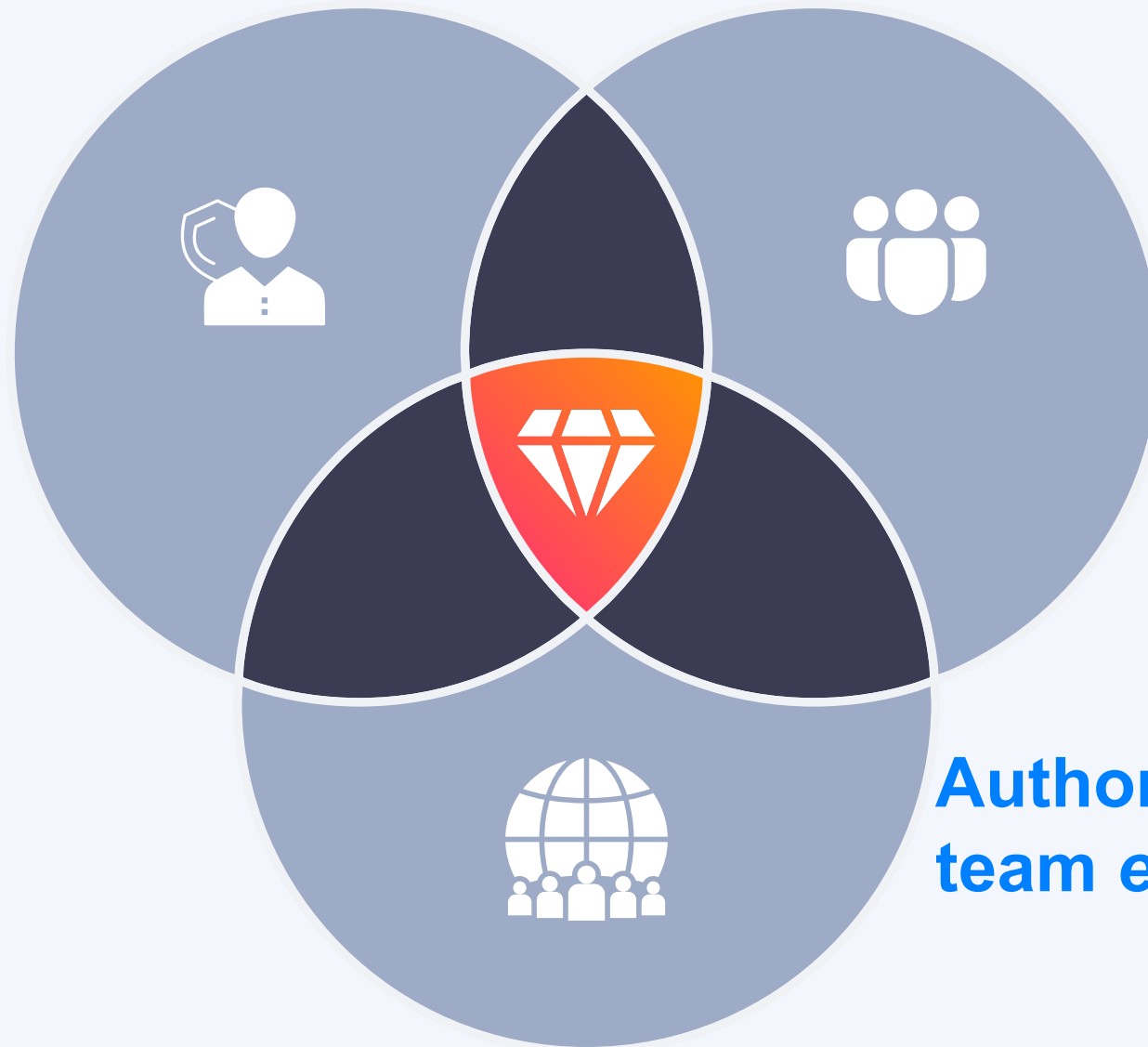
Technical skills to directly change the world

People skills to change the world through others

Process skills to keep the world changed



# Balance your leadership



**Management skills  
increase team  
*output***

**Support skills  
increase team  
*energy***

**Authority skills increase  
team *effectiveness***

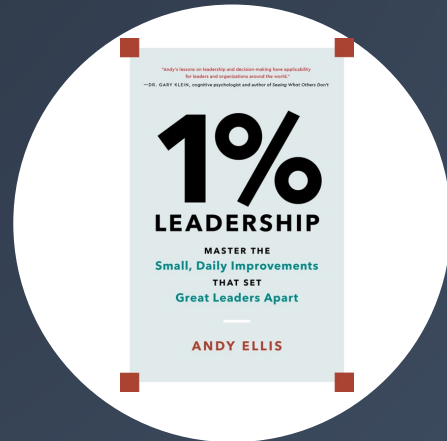
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Thank you!

