

Five Ways to Determine if Your Training Program is Reality or "Fantasy Island"

FISSEA

Wednesday, March 23, 2005

Presented by:

Tom Walsh, CHS, CISSP

Tom Walsh
Consulting, LLC



Session Objectives:

- Discuss at least five indicators of an effective information security training program
- Discuss common pitfalls and how to avoid them (so you won't get voted off the island)
- Obtain audience input and comments
- Provide a question and answer session

Tom Walsh Consulting, LLC
Overland Park, Kansas

Phone: 913-696-1573 ♦ e-mail: twalshconsulting@aol.com
www.TomWalshConsulting.com

Conference Theme: Target Training

- How can you tell if your information security training is on target?
- What are some of the indicators that gauge fantasy versus reality?

Fantasy Island

- Guests usually got what they needed (not always what they wanted)
- Mr. Roarke handled the details
- For a small tropical island, Mr. Roarke seemed to have an abundance of resources to fulfill fantasies

Survivor (Reality Show)

- Only one winner; all others get voted off the island
- Everyone has to pull their own weight; no interference from the show’s filming crew
- Limited resources to accomplish goals
- Form alliances
- Some contestants become celebrities

Exercise

An ideal (fantasy) security training program would include:

1. _____
2. _____
3. _____

The three most important things that are needed in order for a security training program to survive would:

1. _____
2. _____
3. _____

Do not turn the page until instructed to do so

#1 – Impact

Fantasy:

- Our training will have _____

Reality:

- Behavior changes _____

*The goal of training is to change behaviors;
to change behaviors we must make an impact*

Changing Behavior

What motivates people to change?

1. A conscious decision to change
2. An event (sometimes emotional)
3. Threats
4. Newly discovered knowledge



Be a farmer

Changing Behavior

1. People's behavior is based upon **their** principles and **their** values
2. An effective training program helps the workforce adopt the organization's principles and values
3. A message is **persuasive** when the addresser **selects** information that the addressee **perceives as relevant** in terms of his or her **values**

Making an Impact

- Doing the **same** thing the **same** way yields the **same** results
- To make a real impact, we need to think about changing something

Who has the greatest impact?

Before	During	After

Key: M = Management, S = Student, T = Trainer

#2 – Delivery Methods

Fantasy:

- _____ is the most important factor in determining effectiveness

Reality:

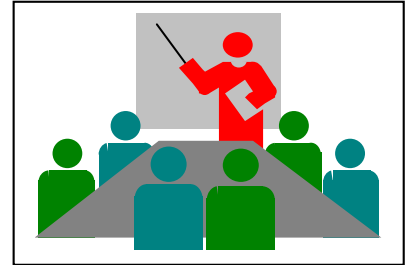
- The _____ can be more important than the content

*In the 1960's Marshall McLuhan said that
the medium is the message*

Training is...

-
-

Too often when training is being developed, the focus is on the content with little attention to the delivery method.



It's not what you say, but how you say it!

Delivery Methods

- The audience will determine the content, method of delivery and length
- People still value human interaction over computerized or on-line training
- Technology can either be part of the solution or part of the problem
 - “Death by PowerPoint”

Delivery Methods

- **Instructor-led training**
Pros: Personal; Interactive
Cons: Consistency; Not always practical
- **Computer-based**
Pros: Consistent; Self-paced; Tracking training
Cons: No interaction; Cost; Not for everyone
- **Videotape**
Pros: Consistent; Easy to show
Cons: Expensive; Not very effective



Giving an untrained workforce access to your computer information systems is like giving the keys of a Lamborghini to a teenager— it's an expensive accident waiting to happen, unless you have an effective information security training program in conjunction with your policies and security technology.

#3 – Retention

Fantasy:

- Attendees will remember what we teach them

Reality:

- Attendees will remember _____

Learning is the objective

How People Learn

- 10% by _____
- 40% by _____
- 50% by _____

Retention

- Determine how to get the attendees to teach themselves through doing
- WII-FM: _____
- People like to be _____
- Differentiate "must know" from "need to know"

Less is more



#4 – Instructors

Fantasy:

- Create good lesson plans and notes and _____

Reality:

- Training is _____

Animals are trained; People want to be led

Instructors

- Teaching is a learned skill; some are better at it than others
 - Check out birth announcements
- The best instructors are passionate about what they do
 - Attitudes matter

I touch the future, I teach.

- Christa McAuliffe

Instructor Attitudes

- May create barriers to establishing a rapport with the audience
- Viewing technical material as being dry and boring
- Using credentials as a way to gain audience acceptance

"No one cares how much you know until they know how much you care"

#5 – Management Support

Fantasy:

- Training is viewed as a _____

Reality:

- Training is _____

We must prove the value of training

Management Support

- Competing for resources
 - Budget, staff, and time
- Is the goal of your training program to meet regulatory requirements or protect the business?
- During a budget crunch – Is training the first thing to get cut?
- Does your program measure the return on investment (ROI)?

Proving Return on Investment

- Did the students _____?
- Did the students _____?
- Did the students correctly apply it?
- Did the training impact the organization’s bottom line?

Based on Donald Kirkpatrick’s evaluation model

Measuring Effectiveness

- Do a before and after walk-around:
 - Physical protection of sensitive media
 - Unattended workstations
 - Proper disposal of trash
 - Awareness of security policies and procedures
- Other indicators – The number of:
 - Calls to the Help Desk about security issues
 - “Hits” for policies located on the intranet
 - Reported security incidents

Five Indicators of a Real Program

1. Training that makes an impact
2. Using effective delivery methods
3. Attendee retention of key points
4. Skilled instructors
5. Adequate management support