

Information Security that Makes the Business Go Faster

Racing Towards Success with Industry Standards, Strategic Out-tasking, and Core Technologies



Many organizations view security as a “necessary” impediment to the business—a tactical requirement that every mature organization must check off. This isn’t

how Rhonda MacLean, the global CISO at Barclays Global Retail & Commercial Banking, perceives security. Indeed, nearly every initiative she has overseen during her career in information security has been about

By Patrick E. Spencer

the business of security, demonstrating its value as an enabler of the business and building airtight business cases with quantifiable measurements.

When MacLean talks about the role security should take in IT organizations today, versus what is all too often the case, she cites an analogy about the brakes on a vehicle: “Why do cars have brakes? The typical answer is ‘to slow down or stop the vehicle’. In truth, however, brakes are installed on vehicles so they can

go fast. The extrapolation is that security exists because of the business; it is there so that the business can go fast.”

Problem fixer and innovator becomes information security “guru”

MacLean has been known as a “problem fixer” throughout her career, and it is this reputation that actually led her to a 20-year career in information security. During her tenure at Boeing, MacLean held a number of different technology leadership roles. Part of an executive rotation program focused on fostering general management capabilities and skill development, MacLean was given the charter to build a strategic world class information security program. She recalls: “I thrive in situations as a problem fixer and innovator and welcomed the opportunity to tackle security.”

And while the “executive wheel of rotation” came back around several times, MacLean opted to remain in her information security role. “Every day I came into the office there was something new,” MacLean says. “In information security, there are constant opportunities to think outside of the box—it is somewhat similar to playing a game of chess, trying to be ahead of the next move. Security is a discipline with constant challenges and exciting opportunities.”

After five years managing the information security program office at Boeing, MacLean was ready for a new challenge: “I wanted to take what I’d learned at Boeing in the areas of information security and apply that knowledge in a different industry. I wanted to work in an industry where security was a strategic differentiator in every product and service. And I quickly determined that banking services would be the perfect fit. Security is a core competency for ensuring trust in our banking systems. Customers must trust all banking channels, whether the telephone, Internet, teller, or ATMs.”

MacLean found the right fit at Bank of America, where she

held the position of senior vice president and director of global corporate information security for 10 years. Then, after founding and serving as the principal of MacLean Risk Partners LLC, a consulting firm specializing in risk management solutions for global enterprises, MacLean found a new challenge to tackle in mid 2007; she was named global CISO for Barclays Global Retail & Commercial Banking.

Banking on leadership

Getting the right team in place has been the top priority for MacLean wherever she goes. “I’m only as successful as the team surrounding me,” she quips. “It is a team sport.”

As to the criteria MacLean applies when hiring a management team, there are several core attributes she seeks. “Foremost they must be team players,” she states, “someone who has the attribute of building trust with their colleagues. Next, they need to be execution and operationally focused, individuals who not only ‘talk the talk’ but have ‘walked the walk’. It is also very important to have a team that can be the ‘headlights’ and not just the ‘rearview

mirror’ when looking to build innovative solutions that meet customer expectations around protecting information. I look for individuals who can communicate at all levels, both internally and externally.”

Leadership is also a key learning MacLean took from her management experience at Boeing. “Working with a variety of different people and organizations who are focused on various business objectives, as well as leveraging the

strengths and weaknesses of a diverse teams, are all part of a solid foundation of success,” according to MacLean. “Good leadership embraces each of these elements.” On this note, MacLean had a special opportunity early in her career to see a coalescence of these leadership attributes as part of Boeing during the development of the 777 airplane. “It took extraordinary leadership and immense dedication and focus to deliver the 777, in basically two years, from design, to build, to fly. It was a special experience for me and everyone at the company.”



Podcast

Check out the Executive Spotlight Podcast with Rhonda MacLean at go.symantec.com/maclean

Successful Career Building Blocks

Rhonda MacLean, the global CISO for Barclays Global Retail & Commercial Banking, is seen as a thought leader in the information security space. Strategic career planning has enabled her to build a successful senior management career in information security:

- > Served in various IT roles at Boeing over a 15-year timeframe; spent the final five years overseeing the Information Security Group
- > Led the Corporate Global Information Security Group at Bank of America for 10 years
- > Named Global CISO by Barclays’ Global Retail & Commercial Banking in 2007
- > Appointed in 2002 by the U.S. Secretary of Treasury to serve as sector coordinator and chairperson for the Financial

Services Sector Coordinating Council for Critical Infrastructure Protection and Homeland Security; subsequently afforded the “Secretary’s Certificate of Appreciation by the U.S. Secretary of Treasury in 2004 for serving as a “model for private-public initiatives”

- > Named one of the top five “Women of Vision” by *Information Security* in 2003
- > Recognized as one of the top 50 most powerful people in the network industry by *NetworkWorld* in 2003 and 2004
- > Received the “Compass Award” by *CSO Magazine* in 2005
- > Currently co-chair of the International Security Working Group, U.S. Financial Services Sector Coordinating Council

When asked to share advice for those thinking about a career track in information security, MacLean had the following suggestions: “You must think beyond title. The starting point is to decide what really motivates you as a person and what is important to you at the end of the day. Information security offers a number of different career paths with a focus on a wide range of skills. In addition, information security professionals must enjoy working with people from a number of different aspects of the business, handling difficult situations, and be willing to assume unpopular positions. We have a wonderful next-generation of information security leaders coming up the ranks that have a combination of business and technical knowledge. It is truly an exciting time to be in this business.”



“It is very important to view security through the ‘eyes of the beholder’.”

— Rhonda MacLean, Global CISO, Global Retail & Commercial Banking, Barclays PLC

Managing—and communicating—through industry standards

MacLean explains that the business of security involves looking at the world through the “eyes of the beholder.” And according to her there are three types of constituents: customers, employees, and shareholders. “The more you can look

through the eyes of customers and employees, the eyes of those who use your systems, as well as the shareholder, the individual who is focused on fiduciary responsibilities, the more successful you will be.”

MacLean also argues that technology decision making must be determined by quantitative statistical data and trends. She is a big believer in using meaningful metrics to measure effectiveness and maturity. “Benchmarking is another important tool that allows you to know how you are ranked against your peers,” MacLean states. She also draws upon process management and lean approaches to ensure efficiency and effectiveness. “Measuring what matters to ensure effective controls

are in place, alongside effective management can give you insight to potential for innovation or breakthrough opportunities,” MacLean argues.

As a basis for their security framework, MacLean and her team at Barclays have elected to use the ISO 27001/2 international standards. “We have chosen to use the ISO 27001/2 standards as our framework and to leverage the COBIT maturity model as a way to demonstrate where we are in a maturity lifecycle,” MacLean says. “By combining the ISO 27000 standards together with COBIT, it has given us a way to communicate effectively with global internal and external colleagues.”

Automating data loss prevention

Although MacLean is just starting her second year at Barclays, she is excited that the Barclays’ team of professionals has accomplished much. “We have executive engagement and strong commitment around our strategies from all of the lines of business,” MacLean reports. “Barclays is a strong brand and has historically done an outstanding job in security and resiliency. Our new initiatives will simply take us to the next level, raising the bar to ensure we stay ahead of the game in protecting our systems and data.”

Data loss prevention is one of the areas in which MacLean is focusing her team’s energies. “Data is something that many IT organizations have simply overlooked,” MacLean says. “For a long time, historically, the focus has been on network security. The whole issue of data at rest and data in motion is a big focus area for us. We need to know what information we have and its level of sensitivity, the location of the data, who has access to it and what entitlements they have, and where is the data going.”

Of course globalization creates further complexities and opportu-

▶ Adding Up the Details at Barclays PLC

Revenue (2007): £9.6 billion (approximately \$19 billion USD)

Employees: 147,000

Founded: 1690

Operations: 50-plus countries

Customers: 42 million worldwide

Organization: Barclays is broken into two business units: (1) Barclays Investment Banking and Investment Management that includes Barclays Capital, Barclays Global Investors, and Barclays Wealth; (2) Barclays Global Retail & Commercial Banking

Global Retail & Commercial Banking (GRCB): Encompasses all of Barclays retail and commercial banking businesses around the world and comprises UK Retail Banking, Barclays Commercial Bank, Barclaycard, GRCB Western Europe, GRCB Emerging Markets, and Absa (South Africa)

nities, which is certainly true for a company with the size and reach of Barclays. MacLean explains: “As we operate in different countries, we must comply with different regulations concerning data, what can go across different borders and what cannot, what cannot leave a country and what can.” In particular, MacLean needed a software toolset that would integrate data compliance across the network, endpoints, and storage systems from a centralized view.

She and her team are in the midst of working with Symantec Consulting Services to deploy Symantec Data Loss Prevention (formerly Vontu Data Loss Prevention) across their entire IT infrastructure. MacLean summarizes the business case: “Our ability to automate tasks associated with data compliance and the management of that data is a strategic business enabler, not to mention a huge cost reducer. The solution gives us much greater insight into the overall IT risk posture of the organization.”

Strategic out-tasking

MacLean and her team have engaged Symantec Consulting Services for help on other fronts such as a network security health check, development of a networking monitoring strategy, and network penetration. The two teams are in the midst of implementing Symantec Security Information Manager for managing Barclays’ endpoint security environment currently running Symantec AntiVirus software. Once deployed, it will provide the Barclays’ team with the ability to aggregate endpoint management from one central location.

Barclays also signed a long-term agreement with Symantec Managed Security Services, which includes Symantec DeepSight Threat Management System. “We needed a provider who understood our business, had a depth of experience,

and a global presence, including an understanding of the global nature of security monitoring and management across various countries of operation,” MacLean says. Total cost of ownership was an important consideration for MacLean and her team.

At the end of the day, execution was a critical consideration factor

are developing at Barclays will have the same effect. While Barclays is speeding along at Autobahn speeds today, it will soon find itself picking up speed—becoming more agile—as each project is completed. And the



Rhonda MacLean with some members of her management team (left to right): Matthew Ferrante, Richard Horne, Mike Andrews, Rhonda MacLean, Sean Catlett, Ben Potts, and Patrick Romain.

for MacLean. “I look for technology providers that understand our business needs and overall strategy and thus are going to be very active at the table,” she notes. “I have a strong bias for firms that have delivered operationally. I want a combination of great thinking and execution, not simply a room of great talkers.”

Move over Autobahn! Get ready for Formula One

Those of us who are old enough will remember the introduction of anti-lock brakes (ABS). These next-generation braking systems reduced braking distance, lowering the risk of an accident and—indirectly—facilitating faster speeds—particularly in congested traffic conditions.

The next-generation security initiatives MacLean and her team

Autobahn will no longer be an appropriate analogy but rather Formula One. ■

Patrick E. Spencer (Ph.D.) is the editor in chief for CIO Digest and the author of a book and various articles and reviews published by Continuum Books and Sage Publications, among others.



Counting Symantec Security Solutions at Barclays

- > Symantec Data Loss Prevention
- > Symantec Managed Security Services
- > Symantec DeepSight Threat Management System
- > Symantec Consulting Services
- > Symantec Security Information Manager
- > Symantec AntiVirus and Client Security (plans to move to Symantec Endpoint Protection 11.0)