



# Management Hacking 101: Leading High Performance Teams

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# Agenda

- About Me
- The Problem with Management
- Your Role as a Leader
- What Makes a Great Team?
- Who's on Your Team?
- Emotional Intelligence
- Your Team – The 20/60/20 Rule
- Motivation
- Communication
- Feedback and Coaching
- Conclusions and Summary
- Recommended Reading
- Q&A

# About Me



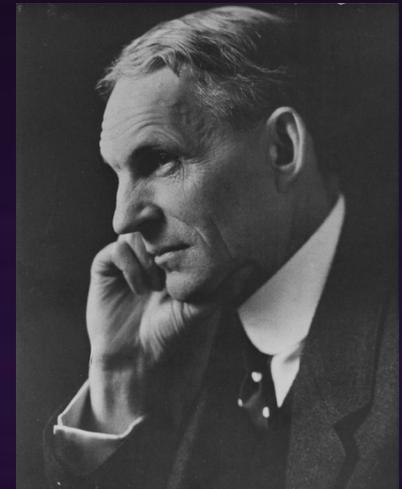
- United States Marine Corps veteran
- Started my career over 17 years ago
- Worked in IT helpdesk, vulnerability management, network administration
- First InfoSec job was helping build an InfoSec department from scratch
- Became a penetration tester on an internal “Red Team” for a large bank
- Started consulting, led my first team of penetration testers in 2011
- Grew and managed various teams, became a director, now AVP
- Founder and co-host of the Shared Security Show 😊  
(13 years!)

# Let's talk...

...because it's about the conversation.

Don't be afraid to fail...  
...because you will and that's OK.

“One who fears failure limits his activities.  
Failure is only the opportunity to more  
intelligently begin again.”



- Henry Ford

“You manage things; you lead people.”

- Admiral Grace Murray Hopper



# The Problem with Management

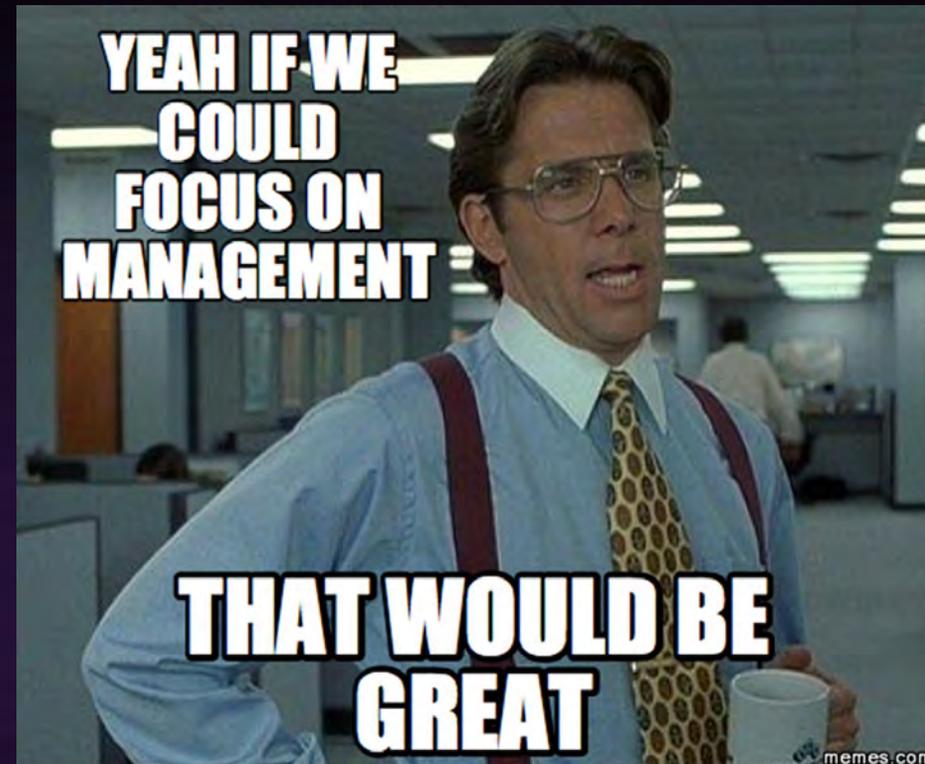
- It will be the hardest and most challenging job you will have
- It will also be the most rewarding job you will have
- Managing technical teams can be different 😊

Introverts vs. Extroverts

Breakers vs. Fixers

Communicators vs. Non-Communicators

- Coming from a technical background?  
It can be challenging to make the transition...



# The Difference Between...

## Boss

Drives employees

Depends on authority

Inspires fear

Says, "I"

Places blame for the breakdown

Knows how it's done

Uses people

Takes credit

Commands

Says, "Go"

## Leader

Coaches

Depends on goodwill

Generates enthusiasm

Says, "We"

Fixes the breakdown

Shows how it's done

Develops people

Gives Credit

Asks

Says, "Let's Go"

# Your Role as a Leader

- You're there to guide and facilitate. Not micro-manage.
- How often do you talk to your team individually?
- Are you setting clear and concise expectations?
- Employees are responsible for their career, but you help them meet their goals
- Support your team but most importantly, *listen!*

# Setting Expectations

- Communicate what you expect of your team
- Documenting expectations makes it easier for your team to reference
- Depending on your team structure expectations can be set by job title or level

*For example: you may have different expectations for a senior member of your team vs. a junior or associate resource*

Without setting clear expectations your team is left to figure this out on their own...

This never ends well.

“Leadership is a two-way street,  
loyalty up and loyalty down.  
Respect for one’s superiors; care  
for one’s crew.”

- Admiral Grace Hopper

# The Art of Listening

- Make eye contact
- Watch your body language
- Have active participation in the conversation
- Practice “Active Listening”

Clarify what you heard the other person say

- Ask questions like:

“What I heard you say was...” “Are you saying that...” “Did you mean that...”

**90% of a  
conversation  
should be you  
listening.  
Talk less. Listen  
more.**

# The Importance of One-on-One Meetings

- This is your opportunity to connect with your team
  - Weekly is recommended
- How are things going? At work? At home?
- Conversations don't have to be long and don't have to be formal
  - 30 minutes max
- Take a walk or go out for coffee (virtual coffee??)
- Even if there is nothing on the agenda...just talk!
- These meetings are where career goals and aspirations need to take place
  - Why wait for the annual or mid-year review? Talk about career goals whenever the opportunity presents itself

**You must  
make these  
meetings a  
priority!  
Move or  
cancel other  
meetings...**

# The Skip Level

- Means to “skip” over someone's manager (could be skip skip in some cases)
- What’s really happening on the ground?
- Meet with random team members and your high performers at least quarterly
- Set expectations by letting them know “why” you’re meeting with them



# What Makes a Great Team?

Diversity

Challenge

Communication

Respect

# Diversity

- Varied skills
- Varied personalities
- Embracing different cultures and backgrounds on a team



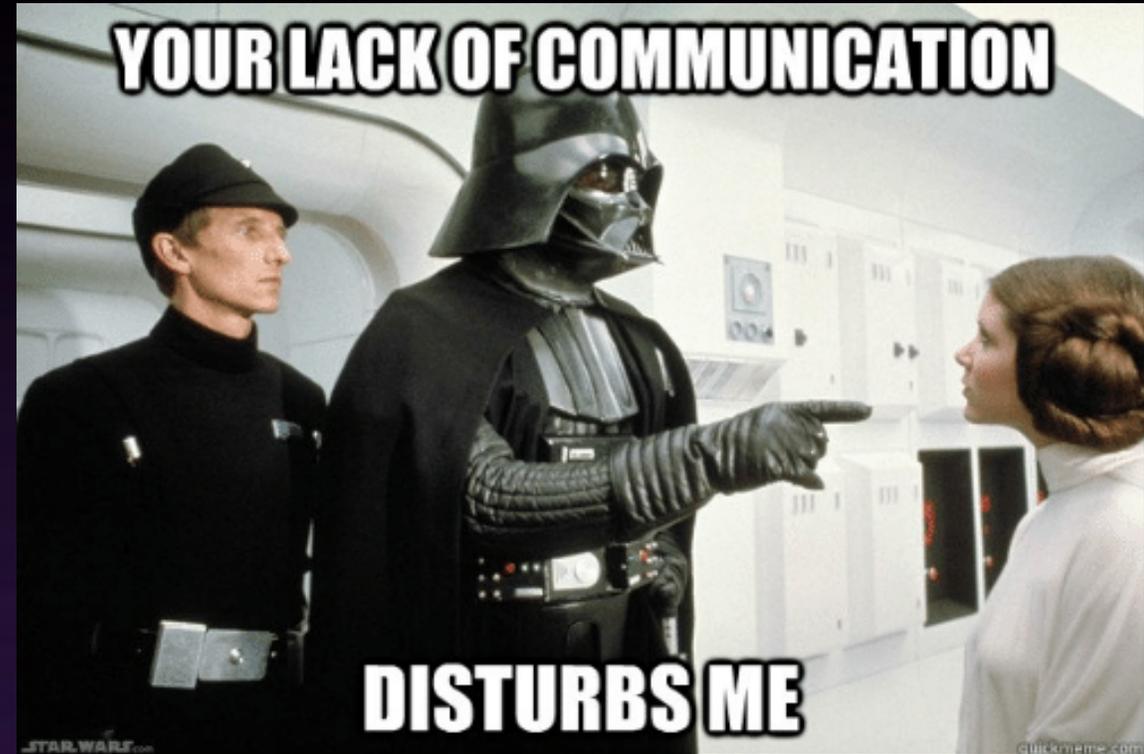
# Challenge

- Work that has a purpose
- Work that is different
- Work that pushes limits



# Communication

- It's consistent and it goes both ways
- Feedback oriented
- Lessons learned and follow up



“It’s more important how we say what we say, than what we say..”

# Respect

- Empathy
- Kindness
- Self-Awareness

“Respect is like a mirror, the more you show it to others, the more they will reflect it back.”

they will reflect it back.  
you show it to others, the more  
“Respect is like a mirror, the more

# The Team Charter

- What is it?
  - Defines a mission and vision statement of the team
  - Sets team direction, goals and behavior
  - Outlines team expectations, roles and responsibilities
- Why do it?
  - Pro-active teamwork is better than reactive teamwork
  - Gets everyone on the same page
- This is a living document
  - Revisit every six months
  - What's working, not working, or missing?

# Mission and Vision Statement Examples



- Bishop Fox Mission  
“Defending forward to safeguard our digital world”
- Bishop Fox Vision  
“To be the most advanced and admired offensive cyber operations team”
- Bishop Fox Consulting Practices Vision  
“To have the best offensive security offerings in the industry”

# Roles & Responsibilities

- Define and set the expectations of each role on your team
- Break these into specific categories of expectations
- Reference in 1:1s, discussions about promotion & career development

ROLE	Utilization/Productivity	Service Lines	Verbal Communication	Written Communication	Professional Development	Escalation	Mentoring & Leadership	Business Development
Consultant I	No billable utilization required (0%)	Demonstrate an honest effort at all assigned tasks.	Communicate availability clearly, attend all meetings on time, be proactive about escalating delays and blockers.	Gains familiarity of Bishop Fox reporting processes and internal standards of written communication.	Demonstrate an interest in cyber security consulting. Gain new technical skills.	Identifies issues and escalates to appropriate internal party. (See something, say something.)	Seeks out and participates in learning opportunities.	
Consultant II	84% Productivity	Contribute to penetration tests in at least one core service line (Level 1) and one secondary (Level 1)	Communicates clearly with internal teams.	Keeps detailed engagement notes. Writes findings and test plans independently. Contributes to status reports.	Focuses non-billable productive time on learning new technical and consulting skills as coached by their manager.	Identifies issues and escalates to appropriate internal party. (See something, say something)	Works collaboratively with team members.	
Consultant III	84% Productivity	Independently conducts penetration tests in one core service line (level 2) and contributes to two others (Level 1)	Client communication - participates in kick off calls, report readouts	Keeps detailed engagement notes. Writes reports independently (including findings, test plans, status reports, and executive summaries).	Proactively grows knowledge base and skills to close gaps and drives career through their own initiative.	Identifies issues, and proposes solutions (non-client facing)	Shares knowledge with junior team members. Acts as a leader with juniors on internal processes.	
Senior Consultant I	75% Productivity	Can supervise and support junior consultants on one service line (Level 3) and independently perform in two others (Level 2)	Can lead kick off calls and report readouts. Contributes to executive outbriefs.	Can author complete reports and executive outbriefs. Can TQA reports in their primary service lines. Contributes to improving reporting templates and methodologies. Can author custom findings without a template.	Proactively identifies modern TTPs in their primary service line and demonstrates mastery of those approaches. Contributes to service line development by expanding and modernizing methodologies and playbooks.	identifies issues, proposes solutions and executes on them (client facing). Demonstrates ownership over project delivery.	Mentors others. Can lead teams of consultants on a project (TEM).	Contributes to at least one of the following: scoping, sales support, TQA, marketing, or interviews/recruiting.

# Who's on Your Team?

“The smartest thing I ever did was to hire my weakness.”

– Sara Blakely



# Emotional Intelligence (EQ)

Self-Awareness

Self-Regulation

Social Skill

Empathy

Motivation



\* Mixed model of EQ

# EQ: Self-Awareness

- Recognizing how emotions affect our performance
- It's about understanding our:
  - Inner Resources
  - Weaknesses
  - Abilities
  - Drivers and Limits

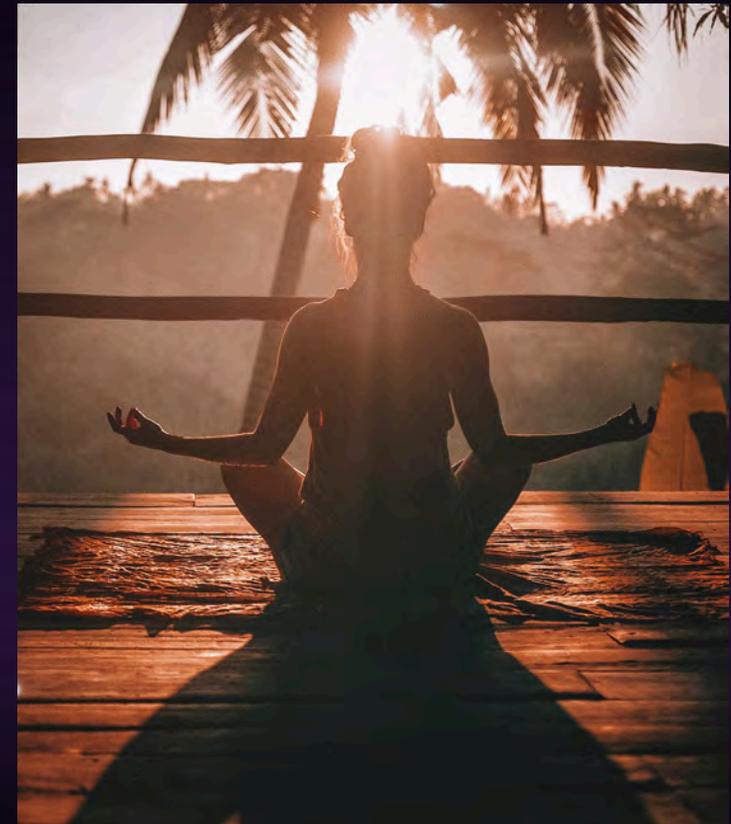


# EQ: Self-Regulation

- Controlling or redirecting one's disruptive impulses
- The ability to adapt to changing circumstances (professionally)

Check out the 6 stages of the change cycle:

- 1) Loss
- 2) Doubt
- 3) Discomfort
- 4) Discovery
- 5) Understanding
- 6) Integration



## EQ: Social Skill

- Managing relationships to move people in the right direction
- How someone communicates and interacts with others
- This includes persuasion, active listening and delegation skills



## EQ: Empathy

- The ability to sense others' feelings and perspectives
- Taking an active interest in the concerns of others

**“Empathy is seeing with another’s eyes, listening with another’s ears, and feeling with another’s heart”**

**– Alfred Adler**

# EQ: Motivation

- Being driven to achieve for the sake of achievement



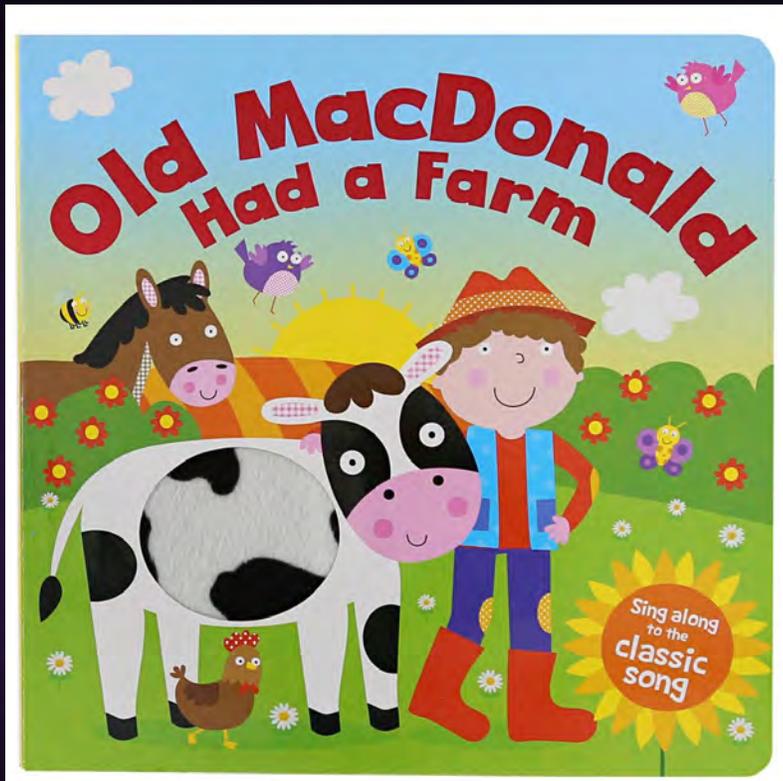
# Interviewing for EQ

Here are my **favorite questions to ask** in an interview to help determine high EQ (or the ability to develop EQ)

- What's your passion?
- How do you define success?
- Define an environment in which you would not thrive?
- What are you most proud of?
- What's the biggest misperception that people have of you?

# Other Interview Techniques

Look for E.I.E.I.O  
during the interview



## **E** – Energy and Enthusiasm

Are they passionate, excited and energized about their work?

## **I** – Intelligence

Are they smart? Do they know what they're talking about?

## **E** – Experience

Have they been in similar roles? What have they learned?

## **I** – Integrity

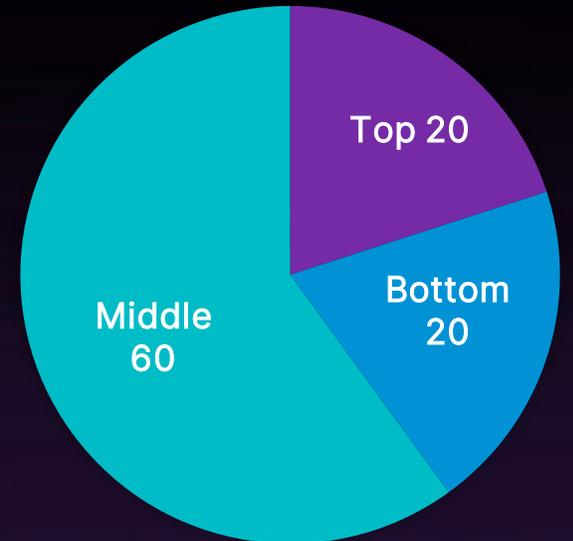
Absolute requirement!

## **O** – Organizational Fit

Can this person fit in your team and company culture?

# Your Team – The 20/60/20 Rule

- The Top 20% drive 80% of the results (positives)
- The Bottom 20% fall under two categories (negatives)
  - Skill based issues
  - Attitude/behavior issues
- The Middle 60% makes up most of your staff
  - They need clear direction as they work with both the high and low performers on the team!



# Where Should You Spend Your Time?

- The Top 20% are already self-motivated, loyal and passionate
- You should spend the least amount of time with the Bottom 20%
- Spending time on the Middle 60% is the best use of your time



# Identifying the Top 20%

- Are self-motivated
- Enjoy challenging or complex situations
- See a difficult situation as an opportunity
- Are willing to speak to you honestly and don't hold back on feedback
- Mobilize other team members to get tasks done
- Constantly learning new skills to improve themselves
- Not afraid of failure and learn from failure



## Identifying the Middle 60%

- Good, loyal workers
- Need to know they are doing a good job
- Are motivated typically by rewards and public recognition
- Are more likely to follow than lead
- Reluctant to offer opinions publicly
- Avoid taking risks
- Want to play by the rules

**Torn between following the Top 20% & listening to the Bottom 20%**

# Identifying the Bottom 20%

- Question authority – usually behind closed doors or amongst peers
- Complain about the company and what the company is doing
- Discourage attempts to change policies and procedures
- Enjoy playing the “victim” and exhibit poor attitude
- Tend to not accept responsibility for their actions
- Are keepers of past customs and procedures
- Difficult to engage in constructive dialogue
- Often negatively influence other team members

**Strange but true: Sometimes these people are high performers!**

# What to do with the Top 20%?

- Challenge them and seek their counsel on strategic issues
- Provide them with challenging assignments to maximize their potential
- Reward learning and encourage new ideas or innovation
- **Mentorship:** Pair high-performers with top-level company executives or other influencers outside of the organization

# What to do with the Middle 60%?

- Middle-level performers are the backbone of your team
- Create an environment where they feel valued
- Reward learning and encourage new ideas
- Work with them on career development...help them grow into the Top 20%
- **Mentorship:** Pair with high-performers and experienced mentors outside of the organization

# What to do with the Bottom 20%?

- Begin to remove these team members from the organization
- They can become a *cancer* in your team...
- The lowest performers will impede progress towards goals and will negatively affect others
- Skills can be learned - but not always
- Negative people rarely change their attitude
- Should be given 3 chances to improve and come to you with solutions!

# Motivation

- Each person on your team has different ways that they are motivated, and you must ask what works for them
- Team members must be motivated to be energized and achieve results

## What Motivates You?

Achievement, Affiliation, Power  
Rewards and Punishments

# Types of Motivators

- Each person on your team has different ways they like to be motivated

## INTRINSIC

Autonomy  
Belonging  
Curiosity  
Love  
Learning  
Mastery  
Meaning

## EXTRINSIC

Badges  
Competition  
Fear of Failure  
Fear of Punishment  
Gold Stars  
Money  
Points  
Rewards

# McClelland's Human Motivation Theory



## Achievement

- Strong need to accomplish goals
- Takes calculated risks
- Likes regular feedback on progress
- Often likes to work alone

## Affiliation

- Wants to belong to the group
- Wants to be liked
- Favors collaboration
- Doesn't like high risk or uncertainty

## Power

- Control and Influence
- Likes to win
- Enjoys competition
- Wants status and recognition

# Understanding Personality Types

- You need to understand your personality type first before understanding others
- There are several tools to help determine the personality types in your team
- Popular examples:

**Enneagram:** Nine interconnected types

**Myers–Briggs Type Indicator:**

Introversion or extraversion, sensing or intuition, thinking or feeling, judging or perceiving

**DISC:** Dominance, Influence, Steadiness, Conscientiousness

**Process Communication Model (PCM):** Promoter, Rebel, Harmonizer, Persister, Thinker, Imaginer

Note: Use these to guide and inform your team and to discover more about your personality type. Each test may vary slightly but will lead you in the right direction!

# Communication

- Always communicate the purpose of what you're doing and decisions you're making (even though you won't make everyone happy!)
- When communicating always provide:
  - Objective
  - Details
  - Value (what's in it for them?)
  - Vision of Success
  - Time Expectations
  - Consequences
- Encourage your team to do the same!
- **It takes 7 times to get people to remember something!**  
You should expect questions and if not, they probably didn't understand you...

**Pro Tip:**  
**Always create an agenda  
for meetings!**

# Coaching

- Think about someone who has been a great coach for you...
- What are the characteristics that made that person a great coach?

**Great Communicator**

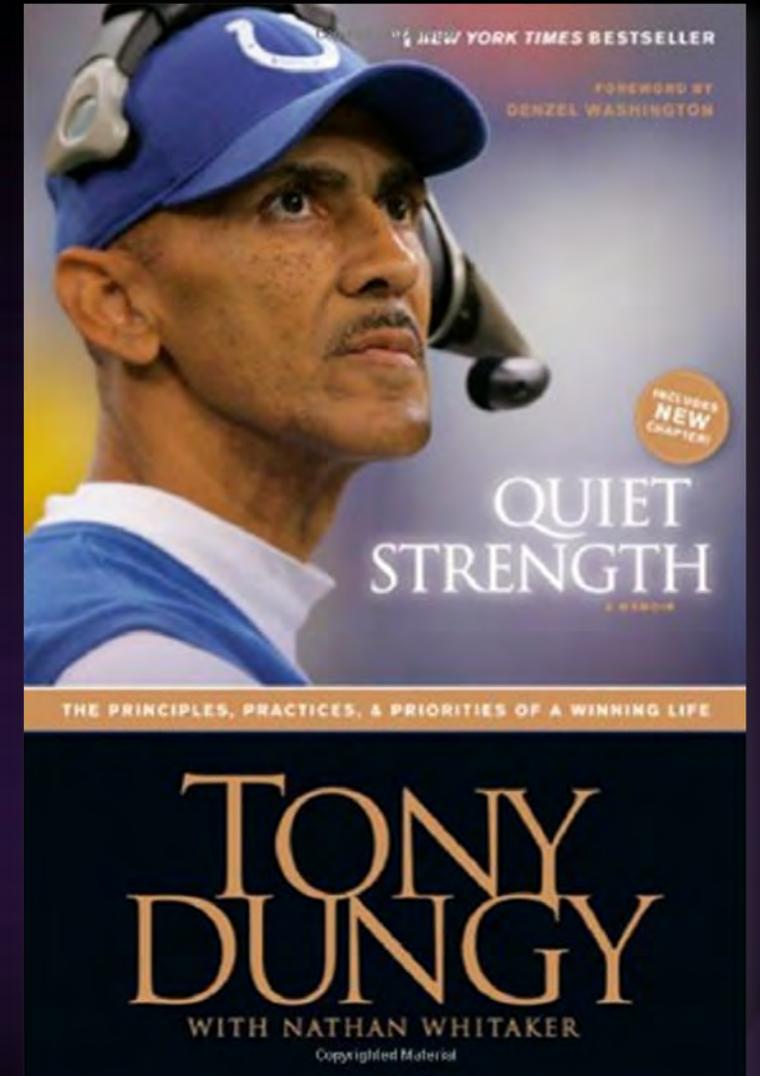
**Inspiring**

**Effectively Motivates**

**High Self-Awareness**

**Pushed your Limits**

**High EQ**



# Coaching: Asking Questions

- Focus questions on inquiry and curiosity...

“What could you have done differently?”

“What went well or worked?”

“Tell me more...”

“Help me understand”

# The Coaching Session

- Start with your observations
- Invite their response, reactions and thoughts (listen, don't interrupt!)
- Share your personal reactions and thoughts
- Work together on the solution
- Summarize, make a plan for follow up/support and how success is defined (email the summary to them so there is a record and for reference)

# The Need for Feedback

- As a leader you need to request constant feedback
- We're not perfect and it takes self-awareness to realize that
- It can be as simple as asking in your 1 on 1's:

**“I’m committed to change and improvement; can you provide me feedback?”**

- Take time to reflect on feedback about yourself and how you can improve
- Go for a walk or other solitary activity
- Do you journal?

# Career Development

NOT ABOUT	IS ABOUT
<ul style="list-style-type: none"><li>▪ Completing Forms</li><li>▪ Choreographing new assignments</li><li>▪ Orchestrating</li></ul>	<ul style="list-style-type: none"><li>▪ Quality conversations</li><li>▪ Facilitating insight &amp; awareness</li><li>▪ Exploring possibilities &amp; opportunities</li><li>▪ Inspiring responses</li><li>▪ Employee owning the conversation</li></ul>

- It's best to have career conversations multiple times during the year
- Don't wait for the annual "career planning" conversation tied around reviews
- Use your weekly 1:1 opportunities to discuss career development

# Conclusion & Summary

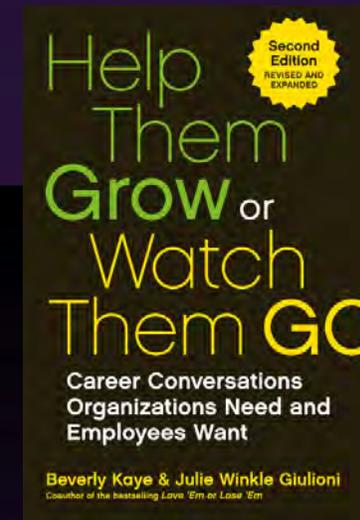
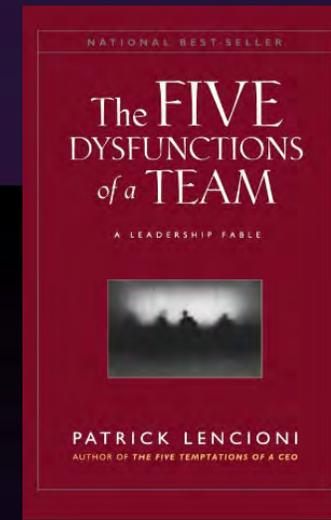
- Be very clear about your expectations
- Spend more time listening vs. talking
- Look for Emotional Intelligence in your hires
- Prioritize individual 1:1 meetings
- Don't forget about the skip level 1:1
- Apply the 20/60/20 rule to your team
- Understand your team members and what motivates them
  - Work on your communication style and how you coach
- Request continuous feedback and help develop your team's careers

**Let your team do great things!**

# Recommended Reading

- For new managers:

**The Making of a Manager**  
Julie Zhuo



- For not so new managers:

**The Five Dysfunctions of a Team**  
Patrick Lencioni



**Help Them Grow or Watch Them Go: Career Conversations Employees Want**  
Beverly Kaye, Julie Winkle Giulioni

- For everyone:

**Leaders Eat Last**  
Simon Sinek



Watch the video:



# Links

- The 20/60/20 Rule



- Team Charter Template with Examples



- The E.I.E.I.O Hiring Test





# Questions?

Follow me on Twitter @agent0x0