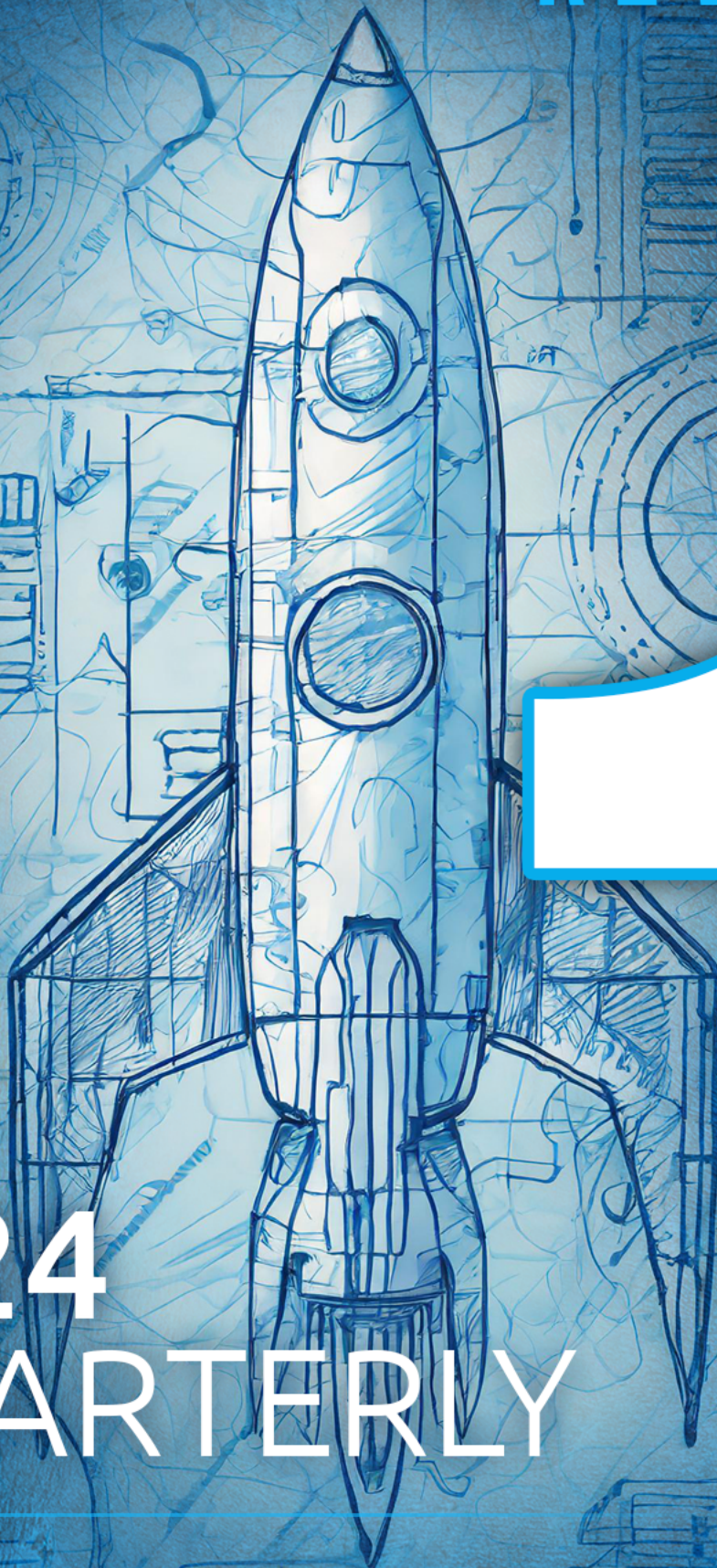


risk3sixty

Renegade

REVIEW

2024
QUARTERLY





Craftsmanship Highlights

Master Tradesmen Who Produce an Uncommon Quality Work Product



TITAN 100 CEO

Our very own CEO, Christian Hyatt, received the distinguished honor of being named a Georgia Titan. The Georgia Titan 100 program recognizes the top 100 CEOs and C-level executives in Georgia. Collectively the 2024 Georgia Titan 100 and their companies employ more than 125,000 individuals and generate over \$31 billion in annual revenues. The Titan 100 honorees are the area's most accomplished business leaders and we are proud that our brand represented. So much of this award reflects the commitment and the dedication of our team who have enabled us to build an organization of significance in Georgia and abroad.



Technology Association of Georgia - Top 10 Most Innovative Companies

We're thrilled and honored that risk3sixty was selected as one of Technology Association of Georgia's (TAG) Top 10 Innovative Companies for 2024. This annual program recognizes Georgia-based companies of all sizes for their contribution to innovation and economic growth, with the Top 40 companies at the annual Georgia Technology Summit. This recognition is a testament to our innovative team dedicated to contributing to the Georgia technology economy.

Pacesetter Award 2024

We are excited to share that we have been awarded Atlanta Business Chronicle 2024 Pacesetter award for the sixth consecutive year. The Pacesetter award recognizes Atlanta's top and fastest growing privately-held companies. We are deeply thankful for our team and esteemed clients who have had a profound impact to our growth.





Geek Week 2024

Christian Hyatt, CEO and Co-founder, was selected again to speak at the 2024 Geek Week, hosted by Atlanta's local ISACA Chapter. This year, his presentation focused on how we were able to elevate our clients experience by harmonizing their SOC 2, ISO 27001, and other security frameworks across five (5) business units and 13 products.

GAM Great Audit Minds

WHERE LEADERS EVOLVE.

2024 GAM Conference Program

Great Audit Minds | March 11-13, 2024 | Las Vegas, NV & Virtually

CS 2-2: The Art of Service: 5 Lessons about Leadership, Influence, and Impact
1:30 PM-2:30 PM

 **Christian Hyatt**
CEO & Co-Founder
risk3sixty

Great Audit Minds Event

Another influential speaking opportunity from our CEO, Christian Hyatt! This time, it was at the 2024 GAM Conference Program held in Las Vegas. He spoke to security professionals from across the country about the Art of Service and the 5 lessons he has learned about leadership, influence, and impact.

From the CEO

Good Culture vs. Bad Culture



Christian Hyatt
CEO & Co-Founder

Look, let me level set here.

I don't want to be one of these melodramatic CEO/ Founders. I really don't. I don't want to sell anyone a bill of goods on how risk3sixty's culture is the best thing since sliced bread. I'm not a guru. There are enough of those out there. I have no delusions that anyone is going to love my company as much as I do.

Nor should they.

This is my baby. I birthed it, so to speak. So of course, this company has a special place in my heart. But when I look around at the team at risk3sixty - there is undoubtedly a thing or two worth sharing about the culture we've built.

For both business leaders and employees.

If you are a business leader, I think these are things that any company can emulate if they want. There is very little secret sauce to it. And if you are looking for a company to call home, I think these are things you should look for during the interview process.

To make it all concrete - I'll share five specific examples.

Example #1: Great Cultures Define a Mission and Track Against It

I recently read the book "The 4 Obsessions of an Extraordinary Executive" by Patrick Lencioni. Patrick says that clarity is the most important thing a leader should focus their time. First, you have to be clear to yourself. Then to your team. And ultimately clear to the marketplace you want to serve. Clarity focuses the energy of you and your team to accomplish great things.

Great cultures are cultures of clarity.

And if you aren't clear, there are important consequences. Leaders who are confused lose confidence and become indecisive. Indecisive teams are slow to act. Teams that are slow to act fall behind. And falling behind is how you kill a company.

Cultures that do not have a clear mission fail.

How Lack of Clarity Ruins Culture

Let me be clear. All of this doesn't just matter for good performance. It matters for good culture. Let me show you how this plays out.

If your company doesn't have a clear mission that implies the following:

- The leaders either do not know the mission or have failed to communicate it
- If you don't know the mission, you don't know how to be successful
- If you don't know how to be successful, you are guessing
- If you are guessing, you can't hold each other accountable
- Lack of accountability creates a culture filled with nervous energy, politics, anxiety, entitlement, unclear paths to promotion, infighting, and resentment





Examples of How We Define the Mission and Track It

It is up to the leadership team to make clear where we are going and why we are going there. For us, that means defining a 5-year target (we call that our 2027 BHAG), the mission for the current year, and the goals and KPIs that will help us achieve it all. Oh, and it all has to be clear and simple to understand. Our executive leadership team spends a lot of our time here. We call this “mission to metrics” alignment and here’s how it works:

- **BHAG:** A very clear 5-year target.
- **1 Year Plan:** An annual plan that leads us toward our BHAG but considers the short-term strategy and tactics for the year to come.
- **Clear Metrics:** KPIs and metrics attached to our annual plan across all levels of the business: Company, each department, and individuals.
- **Tracking to Progress:** A system of real time data, weekly, monthly, quarterly, and annual cadences that ensure everyone knows exactly how we are performing to plan.

If you are leading or evaluating a company, ask: What is your 5-year mission and how does that flow down to specific goals and metrics?

Example #2: Great Cultures Are Accountable to Core Values

The #1 job of a leader is ethical decisions in alignment with core values.

But which core values?

If you don’t have a defined set of core values how do you make decisions? How do you coach your leaders to make decisions? And to what standard to you hold your team accountable?

If you want to stand the test of time, you have to be rooted in principles.

How Unclear Values Ruins Culture

Every team has values. For most teams, they are undefined, but they are still there. Maybe they are driven by the person with the loudest personality. Maybe values exist in pockets of sub-cultures. And maybe those values are rotten.

From my experience, here’s how it goes:

- Teams that don’t operate on a set of fundamental principles lack clarity in ethical decision making
- Lack of clarity slows down decision making and results in inconsistent quality of decision making
- Poor decisions like bad hires or bad investments will destroy a culture
- Too many poor decisions will destroy a company

Examples of Core Values In Action

I have long worried about core values becoming a cliché at risk3sixty. Words people are introduced to during onboarding - maybe a few posters on the wall - but ultimately meaningless. To avoid that pitfall, we have worked hard to bake core values into real processes that keep them at the forefront of everyone’s mind - and drive behaviors.

Here are four examples:

- **Defined:** First, your principles have to be formally defined. At risk3sixty, we have five core values: Grit, Craftsmanship, Steadfast, Team, and Freedom
- **Hiring:** The #1 thing we can do to preserve culture is bring in the right people and keep the wrong people out. All candidates are formally measured based on core values during our hiring process.
- **Performance Reviews:** Once we get the right people in the door, we need to help keep everyone accountable to our values. We measure team members against core values in our performance reviews every six months.
- **Decision Making:** In a growing business leaders quickly become the bottle neck to progress. To decentralize decision making, we train our managers to make decisions based on our core values as part of our leadership development program.

If you are leading or evaluating a company, ask: What are your core values and what can you point to as evidence people are living by them?

Example #3: Great Cultures Have Two Primary Stakeholders: Team and Customers



In 2023, 1,190 tech companies laid-off 262,915 employees. I'm not judging those companies. Even great companies go through hard times. I am confident that the leaders of those companies took the decision to lay-off employees very seriously. But it does reveal that there is a fundamental misalignment in the system between companies and their teams.

Systematic misalignment is a problem.

Risk3sixty is not impervious to bad times. Not by a long shot. We are a company just trying to do our best like everyone else. But we have always worked hard to create a company that is in a position to do our best to align to two primary stakeholders: Team and Customers.

We believe that kind of alignment is fundamental to great culture.

How Stakeholder Misalignment Ruins Culture

Let me give you an example of how misalignment can ruin a culture. Let's assume that your company chooses to take on venture capital investment to scale the company. Here's how that might play out related to stakeholder alignment:

- By taking on venture capital investment, your company has agreed to take on the strategy of their primary investor. Namely, to optimize the company for a future exit.
- To achieve the investor's outcome, your company only has a limited number of investment options (e.g., growth, SaaS products) - even if those type of investments are not in alignment with the best interest of your current customers or team members.
- If investments aren't managed judiciously, bad things

happen: Like layoffs, poor customer experience, radical changes to strategy without clear communication, buggy products, and more.

Examples of Good Stakeholder Alignment

At risk3sixty, we do our best to align our company to serve our customers and our team. Here are three examples of how we try to do that:

- **How We Invest:** We invest significant money and energy into our GRC platform fullCircle. fullCircle improves the quality of life for both our team and our customers. We also pay for 100% of our employees training and certifications, which includes in-house leadership development programs as well as third party training. These investments are good for our team and our customers.
- **Incentive Alignment:** We have designed pay, benefits, bonus plans, profit sharing, and long-term incentive plans to promote individual and team performance in alignment with serving the customer. This is a structural alignment that aligns behavior with serving each other and the customer.
- **Freedom to Make Decisions:** We have avoided taking outside capital that might require we change our strategy to suit the investment goals of a capital partner. Because we maintain 100% ownership, we are free to focus fully on our people and our customers - even if that means more conservative short-term growth. That kind of freedom permits us to focus on executing our long-term vision.

If you are leading or evaluation a company, ask: Whose interest does the company serve?



Example #4: Great Cultures Are Transparent

For me, transparency feels uncomfortable. Mostly because I was never on a team that was very transparent with me. I didn't have any good examples to point to. That led to a lot of reservations and fears. First, I was worried about my own capabilities - for example, my communication has to be clear and crisp. That is a lot of work. Second, I was worried that the team wouldn't have the right context to receive information the way I intended. Would they overreact to bad news? No one wants to be punished for trying to do something good.

Then, in 2017, I read the book *Great Game of Business* by Jack Stack and Bo Burlingham. Jack's story gave me a new outlook on transparency. Jack built a whole company on the back of transparency and says that leaders need to "overcome your fear of disclosure" and become transparent to reach the highest levels of performance.

Transparency just felt like the right thing to do.

Two sure ways to kill a company are through arrogance and through ignorance. Keeping employees in the dark about the company's financial health only stirs the rumor mill. - Jack Stack

How Lack of Transparency Ruins Culture

If you are a leader that feels like it's better to keep things close to the chest - I get it. But I would encourage you to consider one thing: There are no secrets. And where secrets reside, rumor and gossip fill the place of truth.

Here's how it works in real life:

- Lack of transparency creates space for gossip and insecurity
- Where gossip and insecurity call home - rumors develop
- Rumors are distracting and erode trust
- Cultures can't thrive without trust

Examples of How We Do It

We decided that people who come work at risk3sixty are going to become excellent cybersecurity practitioners - and are also going to get a business education through transparency. They get used to talking about finances, they become comfortable with discussing business challenges, and over time they develop the skill of receiving and digesting information in the appropriate context. Here are three examples of how we try to be transparent:

- **Firm Governance:** Our organizational structure balances prudent decision making and speed. For example, we have designated spaces for things like strategic decision making, risk management, and evaluating initiatives. This means that leadership can make decisions efficiently and information can flow up and down the organization to ensure transparency.
- **Open Book Management:** We are transparent about firm performance (including finances) and decision making. We present firm health on a weekly basis during our all-hands meeting and do a deep dive each quarter during our on-site meetings. This helps give the whole team the context they need to execute on the plan with enthusiasm.
- **Decision Making Transparency:** When we make important decisions, we communicate the "what" and the "why" to the team. That might seem like a little thing, but we have found that formal communication gives the team a sense of predictability and confidence. That leads to a lot of trust.

If you are leading or evaluating a company, ask: What examples can you point to as evidence the company is transparent about strategy, company health, and decision making?

Example #5: Great Cultures Have a Track Record of Excellence

It is a wise habit to ignore what people say and pay close attention to what they do instead. In my mind, that is why a track record of excellence is so important. It is the evidence a leader can point to - to prove what they are really all about.

And I'm not saying great leaders aren't going to have failures in their history. Heck no. Great leaders have lots of failures and mistakes. We are all human. And part of what makes a leader, a leader, is being in the arena. But in between those mistakes they are going to have success where it counts: People who trust them.

How a History of Inconsistency Ruins Culture

Here is how inconsistency will ruin a culture:

Leaders who make decisions inconsistent with their core values send mixed messages to their team

Inconsistency creates fear, uncertainty, doubt, and mistrust

People cannot operate at full capacity if they are scared, paralyzed by uncertainty, have doubt in the mission, or don't trust their leaders

When performance suffers culture fails. The company fails.

Examples of How We Do It

At risk3sixty, we have tried our best to earn a track record of consistently operating by our principles and core values. Here are four examples I would point to:

- **Management's Behavior:** The number one job of a leader is ethical decision making in alignment with core values. Our team works hard to earn that reputation. Under scrutiny, I hope my team would attest that we make decision based on our values.
- **Communication Rhythms:** At risk3sixty, we have a cadence of data sharing that creates a consistent track record. You could go back for 8 years and find data on weekly, monthly, quarterly, and annual updates. And what you would notice is that we have consistently did what we say we were going to do. I think that inspires trust and confidence.
- **Quarterly Newsletter:** Since 2020 we have created quarterly public facing newsletters. In our mind, these newsletters are historical artifacts that tell the history of risk3sixty. They are an accountability tool that remind us to create a company we are proud to tell the world about.

- **Awards:** You can be a great company without winning awards, but awards do inspire confidence. Here are a few of the awards we have won recently: 2x Consulting Magazine Best Firms to Work For, 6x Atlanta's Fastest Growing Companies, 5x Atlanta's Best Places to Work, 2x Hire Veterans Platinum, Top 100 CEO (Titan 100), 5-star rating on Glassdoor.

If you are leading or evaluating a company, ask: Does your company have a track record of ethical decision making in alignment with core values?

Conclusion: Too Long Didn't Read

Does your company have good culture or bad culture?

I hope this article gives you the tools to look beyond "company perks" and inspect the true heart of an organization - to determine if the culture is one you want to be a part - or if it's just skin deep. If you are a leader, take a look inside. Take this article as a challenge to build a great culture. One you and your team deserves.

- **Clear Mission:** Great cultures are crystal clear about their mission and goals. And once they define them, they track against them with discipline. Great cultures are able to harness the full energy of the team to accomplish a worthy mission.
- **Core Values:** Great cultures establish core values and hold themselves accountable to them. They hire by them, manage performance against them, and let core values guide important decisions. Great cultures live their core values every day - not because they are forced to - but because they truly believe in them.
- **Stakeholder Alignment:** Great cultures position themselves to serve two primary stakeholders: Their team and customers. While it is unavoidable that sometimes hard decisions have to be made - they do not sacrifice their team or their customers for the self-interest of the owners or outside investors.
- **Transparency:** Great cultures are transparent about company health and about how important decisions are made. When people understand why things are done, it enables them to put in 100% effort to make it happen.
- **Track Record:** Great cultures have a track record of excellence. The best predictor of success is past performance. Consistent action over time creates predictability and confidence. Confidence enables trust.



Team Highlights

Continuity in Purpose and Action

Q1 Offsite Meeting

We held our Q1 quarterly all-hands meeting at the Le Meridien Hotel located near the firm HQ in Atlanta, Georgia. For this quarterly meeting, the resounding theme was “working together” and highlighted the team’s success while tackling challenges heads-on together. The vibe was excellent throughout the week and word on the street is that this was the best quarterly to date!





Team Social & Happy Hour at Le Meridian

After risk3sixty's annual meeting, the team walked across the hall to a private reception area to cap off the afternoon of wins and accomplishments. It was a memorable event with phenomenal food, fun games, and great vibes. The team looks forward to the next celebration!





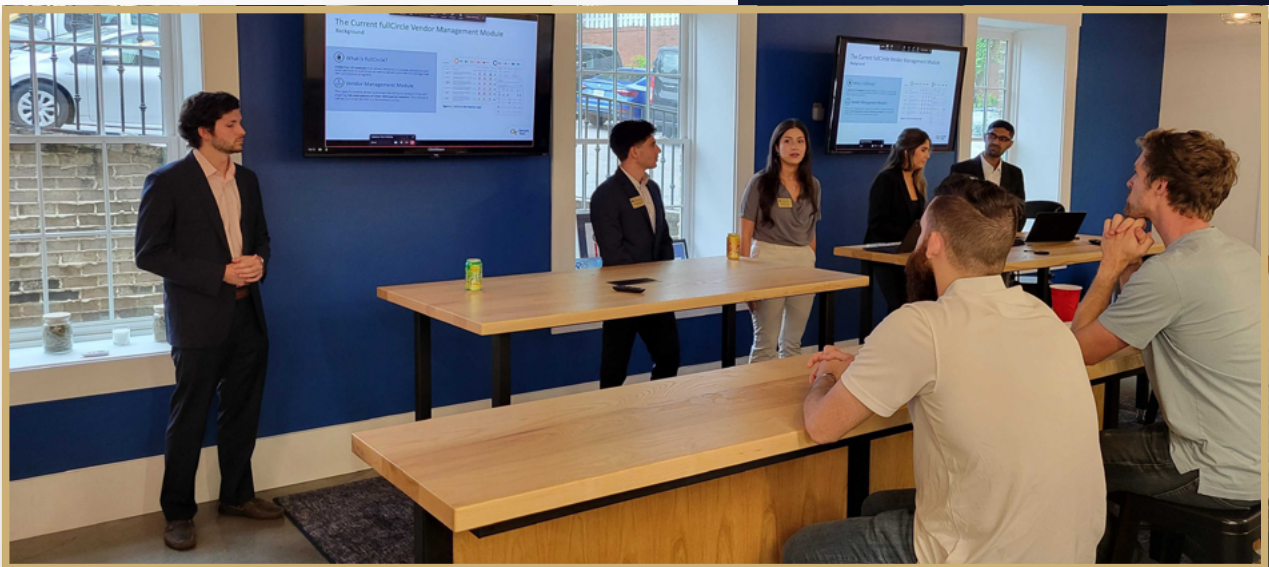
Ping Pong Tournament

Congratulations to our esteemed COO, Tim Palmer, who took home the trophy. It was an intense but noteworthy match against legendary ping-pong champion, Cal Supik, Manager of Software Engineers. We look forward to the next HQ tournament!



Team Rage Room

The Audit & Implementation team took out any pent-up aggressions in a wildly fun rage room team building event. Each member suited up and smashed glasses, bottles, old VCRs and whatever else got in their way with their choice of bats, shovels, golf clubs, and more. From the family-style van ride to eating tasty Nashville hot chicken tenders in the rain, this was an outing that will be talked about for years!



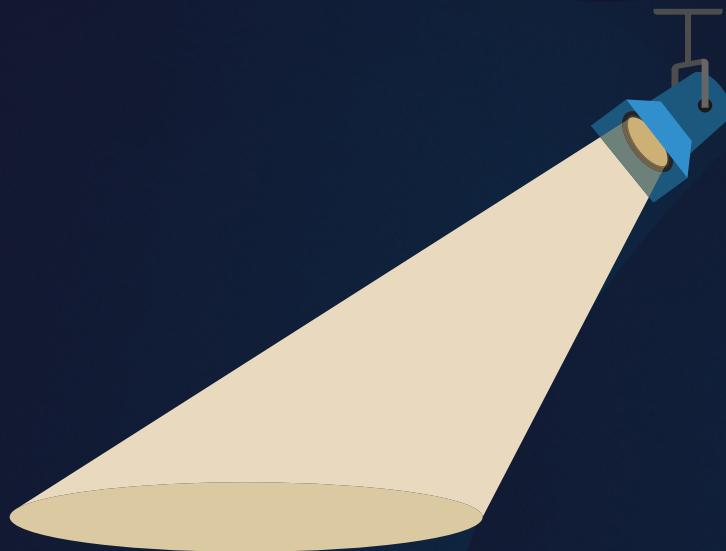
Capstone Presentation

Risk3sixty welcomed our Georgia Tech Technology and Management capstone project teams to present their final deliverables to the team. Over several months, these students had the opportunity to work with risk3sixty leadership, product team, and consultants to come up with solutions that will save cost, time, and resources.



Team Spotlight

Risk3sixty encourages additional training and certifications by covering the cost and time for employees to grow their skills and experience. The firm is proud of what these individuals accomplished this quarter.



Nelson Blais

AWS Certified
Solutions Architect



Lindsey Nicholas

HITRUST Certified
CSF Practioner



Trudy Chen

Palto Alto Network
Certified Cybersecurity



Tom Edgeworth

Generative AI with Large
Language Models



Jordan Yanev

ISO 27001 Lead Implementer
& Fundamentals of Open-
Source IT



Andrew Johnson

OffSec Experience
Pen Tester (OSEP)



Andrew Parks

ISO 27001 Lead Implementer
& QSA Recert



Ashley Jackson

Google Ads

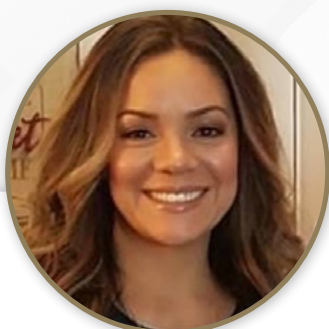
Promotions



Erik Peterson

Consultant

New Hires



Christina Bascore

People Generalist



Grace Pfohl

Associate



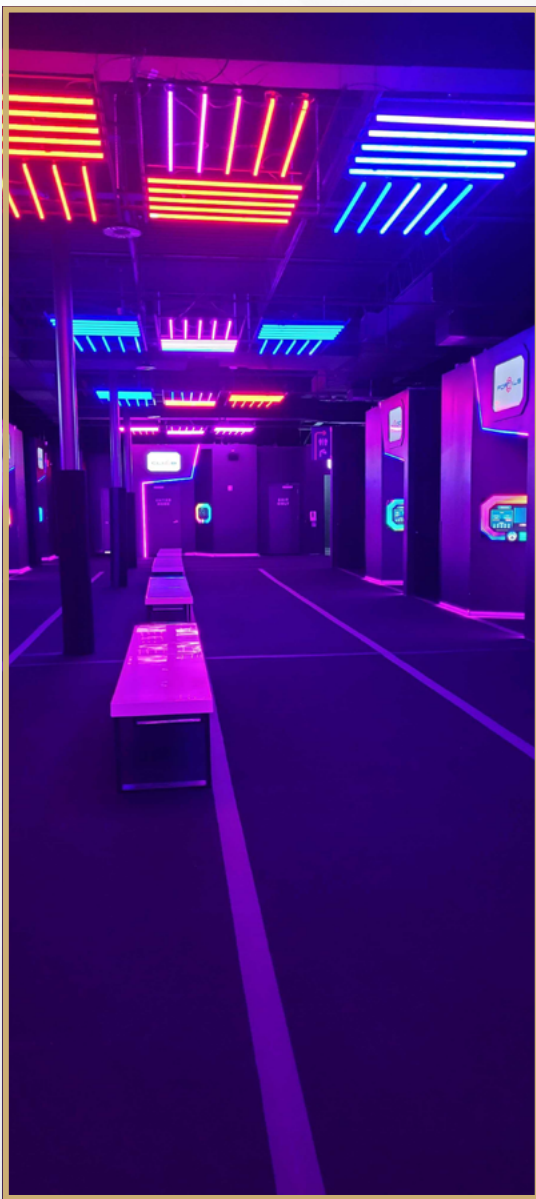
Kimberly Coaloa

Marketing Manager



Journeyman Program Cohort 2

Time does fly! Our second cohort to go through the Journeyman Program is half way complete. For a refresher, our Journeyman Program is a leadership training program offered to rising leaders across the firm. In the last several weeks, the cohort has been reading and discussing the "Leap to Leadership" by Adam Bryant but nothing strengthens a relationship more than enjoying pizza and releasing our energy at Activate in Atlanta, Georgia. It was a memorable event with zero casualties - we walked away with smiles and glistening faces!





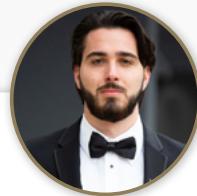
Andrew Johnson



Ashley Jackson



Wright Malone



Joey Braidó



Jordan Yanev



Zach Fey



Josh Smith



Kevin Brown



Madi Loewe



Will Black



Steadfast Highlights

Consistent, Firm, and Adherence to the Code

Press Release

Risk3sixty Introduces Compliance as a Service, Tools to Help Mid to Enterprise Orgs Remove Friction & Consolidate Audits

Risk3sixty today introduced a Compliance as a Service (CaaS) option and new tools to combat the pain of building and maintaining security compliance programs. Security leaders in mid to enterprise level business-to-business companies deal with daily frustrations related to staffing issues, inefficient resource use and fragmented audits – especially in enterprises that manage multiple security compliance frameworks.

“Our customers are telling us that they need more efficient and cost-effective ways to handle security compliance – without burdening their over-taxed GRC staff,” said CEO and Co-founder Christian Hyatt of risk3sixty. “This new CaaS option helps customers bypass the frustrations of maintaining a compliance program and team. These skill sets are in short supply and compliance is a massive burden for many companies.”

Risk3sixty's CaaS allows companies to outsource compliance efforts from start to finish, removing the challenges of staffing, management and maintenance associated with complex compliance environments. Utilizing risk3sixty's newly re-branded fullCircle, a GRC platform, the company's security experts facilitate and enhance the audit, implementation and management process with cutting-edge technology that unifies controls across multiple frameworks.

This new CaaS option helps customers bypass the frustrations of maintaining a compliance program and team.

FullCircle unites disparate and fragmented audit and security compliance processes into a single, cohesive environment. The GRC platform is superimposed over various frameworks including ISO, SOC, PCI DSS and more. FullCircle maintains oversight across the company's security compliance landscape and optimizes associated audits, tracking, monitoring and reporting processes.

The new Controls Module dashboard enables risk3sixty's technical experts and customers to consolidate audits, map overlapping controls, and manage evidence across multiple frameworks. Additionally, the Controls Module collects, displays, stores and tracks incident-specific evidence from across the enterprise, amassing detailed audit trails and simplifying year-to-year comparisons.

“With risk3Sixty's Compliance as a Service offering and fullCircle GRC platform, businesses get a streamlined and unified compliance strategy ensuring they meet evolving standards at a significant savings,” added Hyatt.

Video Series

ISO 42001 Training Course

Artificial Intelligence in business has exploded in the last year and it will only continue to grow. Many companies utilizing AI must now consider whether becoming certified to ISO/IEC 42001:2023 Information Technology Artificial Intelligence Management System is right for them. This course is designed to aid in the decision-making process.



Video Series

ISO Bytes: 27001 Updates

Introducing the "ISO Bytes" video series led by Sawyer Miller, Director of Audit & Implementation Practice at risk3sixty. Join us to learn about essential insights, updates and strategies for ISO 27001 and 27002 compliance.



Webinar

Harmonizing Cloud Software Group's GRC Program Across Security Frameworks

100 million+ users globally rely on Cloud Software Group (CSG) to help them meet the challenges facing modern enterprise cloud environments. As such, CSG adheres to multiple frameworks including ISO 27001, SOC 2, and others to protect those users. Hosted by risk3sixty, hear CSG's story of how they enabled harmony across their security compliance frameworks.



Webinar

Understanding & Executing the January 2024 Microsoft Breach

Risk3sixty Director of Offensive Security, Cory Wolff exposes the complexities of the 2024 Microsoft breach. Cory explains how hackers breached the system, pinpointed vulnerabilities, and provide practical tips to safeguard your digital assets.



Flyers

risk3sixty Flyers

The Marketing Team, along with the subject matter experts, has created informative flyers that provide a general overview of the services we provide. These pieces of collateral will help arm sales and the team with leave-behind information for prospects and anyone else that wants to learn more about our firm. In the coming weeks, look out for more information from Marketing about where these flyers will live and how to use them.



Book Release

Security Team Operating System

The release of our CEO, Christian Hyatt's new book titled, "Security Team Operating System" is set to come out this summer. The book is based on Christian's leadership system that he used at risk3sixty and is in place at some of the best security organizations in the world. This is an incredible achievement of Christian and we can't wait to make a big splash when it launches.

Blog Post

5 Key Strategies in Multi-Framework Security Compliance Risk Management

Risk management and security compliance are critical areas that leaders in organizations need to focus on to ensure both the safety and the integrity of their operations. With the complexity of security compliance frameworks like ISO 27001, SOC 2, PCI, and others, the challenge of building a robust risk management program can seem daunting to CISOs and other CXOs that bear this burden. [Read More](#)



Blog Post

The Benefits of Outsourcing PCI Compliance Management

Depending on an organization's size, type, and skill level, it can either manage its compliance internally or outsource it to a third party. However, as the organization grows and its PCI program becomes more intricate, it may become too much for one individual to maintain. [Read More](#)

Blog Post

Relieving Operational Strain from Security Leaders with Managed Compliance Services

In security leadership, the burden of managing compliance programs often overshadows the joy of executing core responsibilities for CISOs, CTOs, and Directors of Security. The challenge of focusing on security strategy and running a technology organization while also managing GRC programs has become an unfortunate and burdensome reality.

[Read More](#)



Blog Post

Unifying Security Compliance and Business Goals with Compliance as a Service

If you look at year-over-year income statements, you may see a meaningful change in revenue between the years you didn't have key security compliance certifications vs. the 12 months after you became certified. But after that initial 12-24 months, security compliance becomes the new normal. [Read More](#)

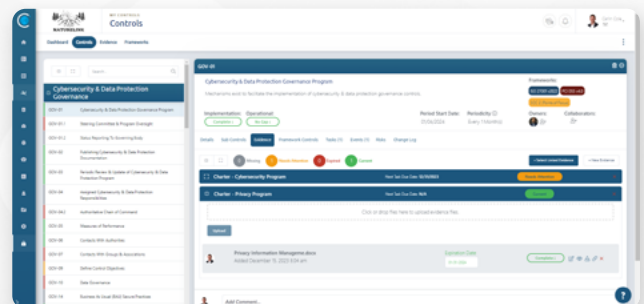
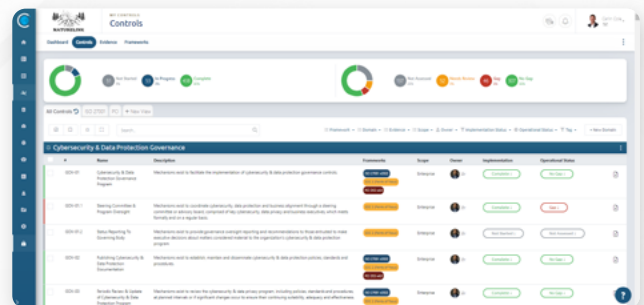
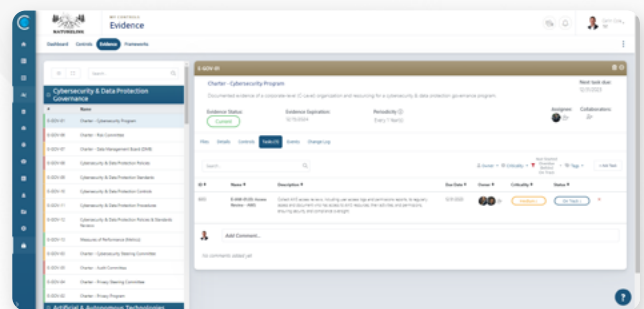


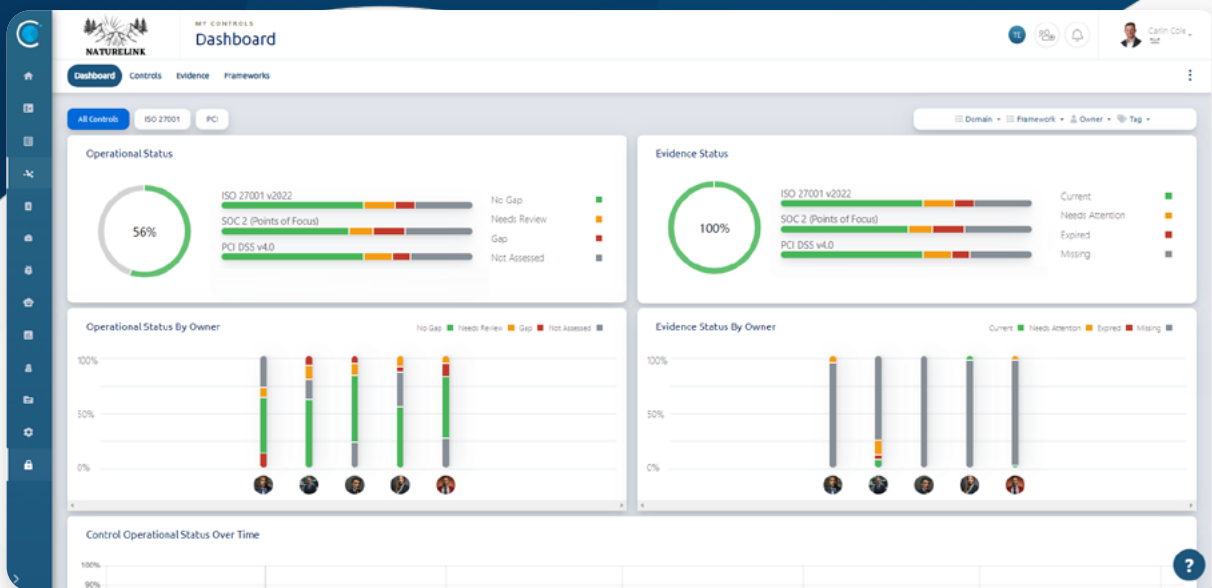
Controls Module Release Updates

Since the release of the Controls module, the general story has been enhancements and rapid refinements based on feedback of the Controls module:

Features Include:

- Evidence saved views
- Improved Jira and upload user integrations
- UX improvements to gathering evidence
- Ability to send reminders for evidence individually or in bulk
- Ability to update records through bulk uploads
- Enhancements to the interplay between Assessments and Controls





Complete Video Demo for fullCircle

risk3sixty's engineering team put together a top-notch demo video for our software, fullCircle. It's all about showing future clients what we can do and featuring it on our website. Stay tuned for a sneak peek into our world of top-quality solutions in risk management and cybersecurity.

[View Video](#)

Want to Get In Touch?

Contact Us Today for a Free Overview

One of our professional team members would love to help you out with any questions you have about your projects.

Want to Join Our Team?

Contact vibes@risk3sixty.com



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Ross McCurdy

ross.mccurdy@risk3sixty.com

risk3sixty

in



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