

Reimagining Security Changing Team Culture



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Xerox – 2016 – Casting the Vision

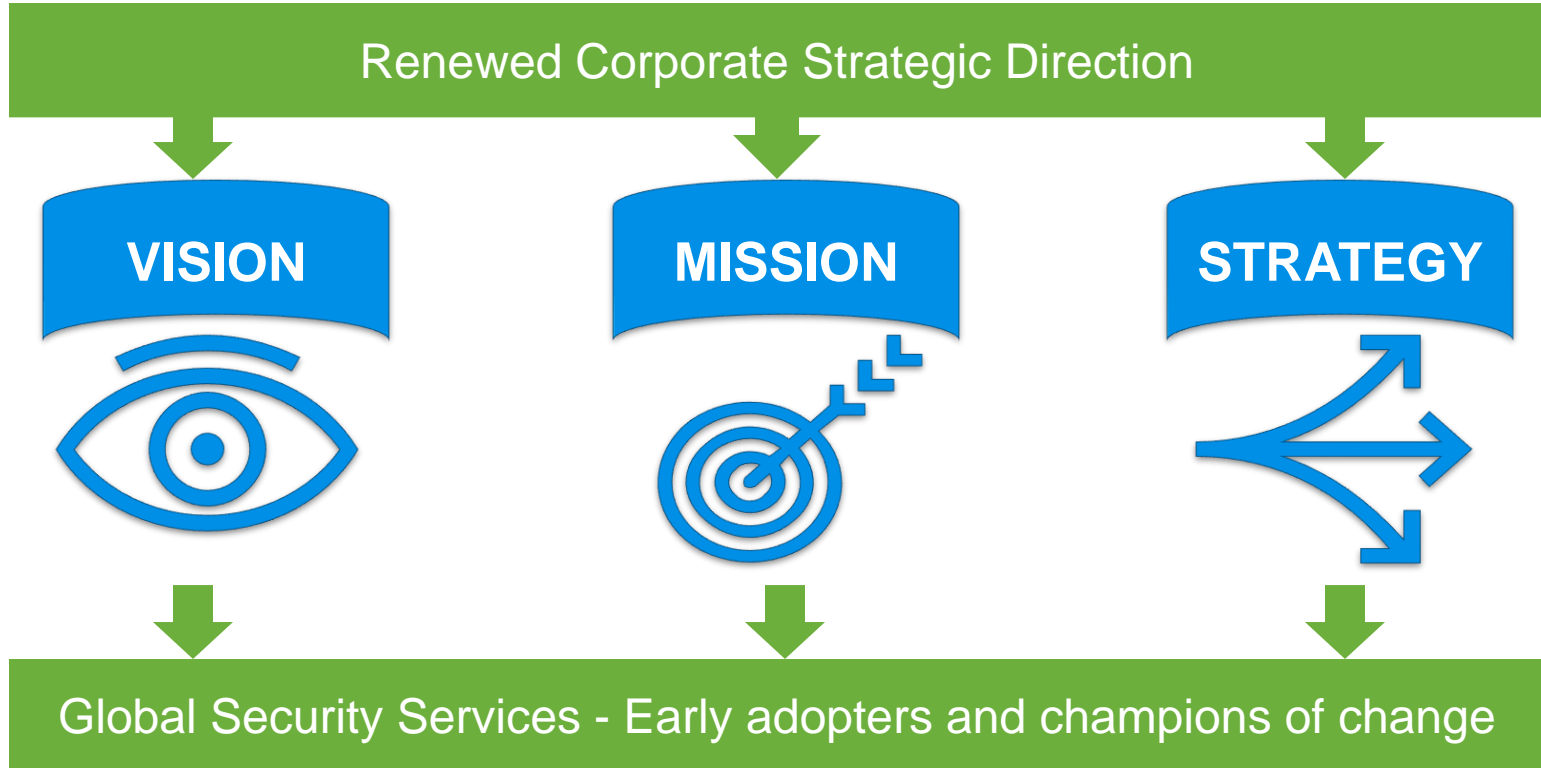
- Corporate spinoff
- Leaner Xerox
- New CISO
- Reduced security staff
- Increasing scope

Vision

(vīzh'ən)

An imagined idea
or a goal toward
which one
aspires.

Xerox – 2017 – Pursuing the Vision



March 3, 2018



Innovation Campaign

Organizational Change Management



Prosci ADKAR® Model

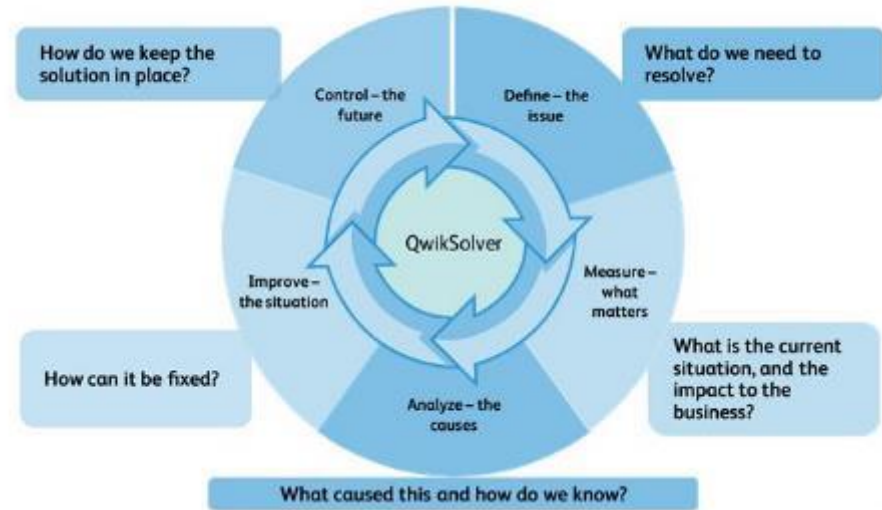
Changing the culture,

- made internal IT partners aware of the changes,
- managed the rate of change and
- ensured the organization was not saturated by change



5 Step Problem/Innovation Methodology

Employees were trained on the use of a Xerox internal five-step method created to improve the quality and speed of problem solving and decision making called QwikSolver™



Xerox QwikSolver™





Nine Guiding Innovation Principles

Created nine guiding principles that encompassed the personal beliefs and values of the staff

This internal branding helped reinforce core principles during transformation

LIVE AND PROMOTE
GSS Innovation Guiding Principles

CREATIVITY	We give employees the freedom to create
LEARNING	We believe failure is success if we learn from it
AUTOMATION	We automate basic, repetitive, low-value steps in our processes
STANDARDIZATION	We enforce standardization of work by combining the elements of a job into the most effective sequence to remove waste
EFFICIENCY	We value stakeholders' input in producing efficient work processes.
AGILITY	We deploy security mechanisms that are adaptable to the changing business environment
CONTINUOUS IMPROVEMENT	We continue improvement until every process is 100% value add to our security posture
RIGOR	We embrace root cause analysis & problem solving as our way of working
SAFE ENVIRONMENT	We question the status quo

The success of Xerox and GSS depend on OUR & on YOUR Innovation of our services & work!



Robust Communications Plan

- Communicated frequent brief messages on change
- Helped staff to build a desire to participate in the change
- Supplied the logistics of change implementation
- Provided the specific “W5H’s” in the newsletter and communications meetings



Case Studies

Improvements in

- People
- Process
- Technology

