



Security Leadership & Project Management (Security Styled)



New Generation

The two core attributes for a security leader is their critical thinking ability and level of situational awareness. An intelligent leader knows that they need knowledge and skills to comprehend the intelligence resources which is basically their core function.

Security leaders at the beginning and end of each day know that they have to out-think and outsmart perpetrators. This tells us that one could have many certificates but it is the soft skills that ensures relevancy which is a priority in this fast changing vulnerable landscape along with the technologies developing at lightning speed.

Situational Awareness for Security Leadership (Security Style)

Do you trust and respect the security manager?

People are not forthcoming with information for numerous reasons. It is vital for security managers to earn the respect and trust to reduce resistance and obtain information.

The Security Managers use the skillsets *to earn the trust and respect of their team* besides focusing on specific ideals. Some decisions are reliant on their staff's input. *When the staff do not trust or respect the manager, the manager may not obtain valuable information.*

The first things that comes to one's mind sub-consciously when we meet people for the first time is *"do I respect the person, and do I trust the person?"*

The Situation in Work Environment

How does one earn trust and respect?

Unfortunately, Many Executive Directors of companies do not know the true abilities of a security manager and therefore do not understand the value that the security manager could contribute to their company

They are ¹exceptional attentive listeners with a balance in empathy and ego drive. They are open to innovative ideas and want to know or learn more, as they realize they are responsible for the lives of many. They understand emotionally the responsibility of their position and have the mentality that goes with the responsibility.

This has nothing to do with the title, as some people get their title by perceived strengths and skills related to security. Perhaps, they have just had a lengthy period of military war/conflict experience, or they may be academically inclined with MSc with limited field experience in a specific field and believe they are versed in all fields of security.

Subsequently, one who knows the true value of a security manager would be able to assess the manager's strengths and weaknesses. The security manager that is a consistent student in Risk Mitigation and in Criminology will acquire the skillsets and master certain skill-craft in-line with current challenges.

¹ Professionals skilled in these skillsets are excellent listeners as they are trained to extract reliable and all the information besides manage emotions to gather even more information

Respecting the Security Manager have characteristics, such as,

1.The Security Manager is not biased ²(Nickerson 1998) or racist in any sense of the word. They must be non-political and non-racist, as any professional of the Judicial System knows that justice must be blind to such.

2.They are knowledgeable in their region of interest and furthermore and most importantly, they express that they realize they will always be students of 'their region of interest'. The reason being, is that new incidents evolve rapidly with current challenges. One simply does not respect a 'know it all' person because what worked yesterday may not work today.

3.They have an investigative mind which is their greatest strength and focus on their skill development related to such. Subsequently, a Master, is a person that knows that to retain the title 'Master,' a person in a state of continuous learning and perfecting skill-craft. *People respect and trust an educated professional*

4.Security Managers base their decision-making on all, usable and reliable information as they know their actions could deliver life impacting or deadly implications. They *do not thumb-suck info* and any action based on insufficient or unreliable information will deliver collateral damage.

5.When they declare they are experts in Risk Mitigation, and you ask them how they mitigate risk. They may discuss historic data and bring in their viewpoint of current challenges. Then ask them" what is happening on the ground right here and now in their location and region of interest?" If they do know - then ask them how important it is to know as they did not mention it.

² Nickerson (1998)

https://www.researchgate.net/publication/280685490_Confirmation_Bias_A_Ubiquitous_Phenomenon_in_Many_Guises

6. They declare they are students of ³criminology and continuously pay attention to the news media especially articles or current events pertaining to any form of crime. They must substantiate their statement by confirming the statement with facts as there is such a thing as false news.

7. The Security Manager knows what they do. They are in a constant state of heightened situational awareness, evaluating and interviewing people, because it is not the weapon that commits crime – it is people. The MOST IMPORTANT function is to gather all, usable and reliable information.

Furthermore, the Professional Security Manager must be able to manage other people's emotions. When the security managers manage people's emotions by understanding their situation and knows their position and how they truly feel, then people feel listened to which they in-turn respect and trust. This can only be done with the skillsets for critical thinking lie, deception detection and critical situational interviewing.

Situational Awareness for Project Management (Security Style)

Project management is a function that all managers do either as a daily task or consider and acknowledge the title when a special project must be undertaken. Let us consider a project as a clock. Each function designated to a person is a cog. If the cogs do not work in sequence then the clock simply will not work.

³ Students of criminology, risk and security and find Major Threat Concerns can be found in the Annexes

Multi-cultures working on projects could fail for numerous reasons pertaining to behaviour and communication ⁴ (Sharma. V, (2016), ⁵Farah & Vuniqui (2012), ⁶Onal & Endsley (2012), Vardaan Sharma (2016). In this work, we add that distinct cultures could misinterpret , be offended by others or could be racist or biased ⁷ Nickerson (1998), and therefore the project could fail when people cannot work in harmony

The success of any project will depend on reliable and all-the-truthful information to start with. They must receive a consistent flow of correct and transparent information all the time during the project until completion because any actions based on insufficient information will deliver collateral damage.

Project Brief

The manager is briefed on the project. Perhaps, the manager is not fully clear on the brief, or is provided insufficient information for whatever reason. It is up to the project manager to ensure that they gather reliable and all the information for the project before embarking on selecting the right people that will participate.

If the initial brief does not contain accurate and sufficient information and the manager finds issues, then, the manager must explore the reasons why this has taken place.

Could the project be sabotaged from the beginning with lack of information or misinformation, doomed to fail and for what reason?

A project is only as good as its people. People may not be forthcoming with information. People do lie, hide or volunteer information for their own agenda. How do we know that we are placing the right people in the right position for the right reason at the right time?

⁴ Vardaan Sharma (2016)

Farah & Vuniqui (2012)

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⁶Onah & Endsley (2012) *Requirements and Design for Cultural Awareness*

⁷ Nickerson (1998)

Capable; They may say that they can do the job, but in-fact are chancing it for their own agenda.

Accurate reporting - There may be someone that indicates that they have completed their portion of the project and ready to advance to the next stage but may be lying when asked by the project manager. They may not be lying because they want to sabotage the project but simply because they are embarrassed about something they did nor did not do. They may be hiding something or volunteering information for some reason such as protecting others.

Situation: Understanding the situation must take all into consideration based on historic data, current challenges and especially the X Factor which are issues that the manager is unaware of. This is the biggest nightmare – not knowing what is truly going on under the manager's nose. It is possible that distinct cultures could be working together. In the issues and impact of behaviour and communication ⁸Vardaan Sharma (2016) outlines major problems.

Position: Decisions based on inaccurate or insufficient information will lead to collateral damage

Implications: Project failure, Loss of funding, lives impacted or death

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