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# SECURITY POLICY IMPLEMENTATION: LEADERSHIP IN DISRUPTIVE CHANGE

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## ABSTRACT

A well-crafted information security policy is one of the key ingredients for ensuring a secure organization (Paananen, et al., 2019). However, implementation of a security policy can result in disruptive organizational change (Lapke & Dhillon, 2008). There is a gap in the literature in examining the relationship between effective leadership and sound security policy implementation. We propose that the examination of leadership through the use of qualitative case study in organizations that have recently implemented new IS security policy can illustrate the effectiveness of good leadership on IS security policy implementation. Methods for data collection will rely on semi structured interview questions based on the theoretical frameworks we will build for leadership and security policy implementation.

## KEYWORDS

Transformational Leadership, Information Systems Security, Policy Implementation

## EXTENDED ABSTRACT

A well-crafted information security policy is one of the key ingredients for ensuring a secure organization (Paananen, et al., 2019). However, implementation of a security policy can result in disruptive organizational change (Lapke & Dhillon, 2008). While the information security body of work has acknowledged the importance of organizational power in formulation and implementation of security policies (Kolkowska & Dhillon, 2012), there has been a limited focus on developing a framework for effective leadership during security policy implementation.

In this paper we argue that utilizing effective leadership principles can improve the success during implementation of IS Security policy. We propose that the examination of leadership through the use of qualitative case study in organizations that have recently implemented new IS security policy can illustrate the effectiveness of good leadership on IS security policy implementation. We seek to answer two specific research questions in our study:

1. Can effective leadership positively affect the outcome of complex IS Security Policy implementation in large organizations?
2. Do different leadership styles affect the outcome of IS Security Policy implementation?

Effective leadership is one of the main factors in achieving positive transitions in organizations (Hao & Yazdanifard, 2015). It has been examined through several lenses including transactional (Weber, 1947), transformational (Burns, 1978), situational (Hersey & Blanchard, 1977) and others. Because this study will examine transformational change in an organization, we believe that transformational leadership is the best foundation to examine policy implementation. Transformational leaders are defined as individuals that inspire followers to exceed performance expectations by revamping their outlooks, ideals and perspectives within an organization with the use of charisma (Bass, 1985). These types of leaders encourage their followers through idealized influence (previously called charisma), intellectual stimulation, inspirational motivation and individualized consideration (Bass, 1999). These constructs will form the basis for our instrument guiding our interview questions.

How well organizations implement IS security policy is the determinant construct. Like leadership, this construct can be interpreted in several different ways. To a CEO, security effectiveness could mean a statistically evident reduction in security breaches within that organization (Doherty, Neil & Fulford, 2005). A CISO might instead gauge implementation success in the context of policy compliance combined with a successful technical tool rollout. In light of this, our instrument will reflect both perspectives.

Methods for data collection will rely on semi structured interview questions. The instrument for the questions will be based on the theoretical frameworks described above within the domain of transformational leadership and

implementation of IS security policy. The target is organizations that have recently implemented a security policy. We will collect data from security leaders at multiple organizations to get a broad representation of organizational demographics.

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In practical terms, disruptive leaders need to be contained. The self-aware ones know this; the exceptional ones get proactive and build this environment. Containment is partly a matter of governance: structures and processes need putting in place to ensure that not every bit of friction results in fragmentation. It is also a matter of emotional management. Evolving the ability to self-regulate is one of the principal challenges of leadership. As every day brings new stresses and unfamiliar situations, this is a development journey with no end. It is hypocritical to argue, as many scale disrupters do, that you are upending industries for the benefit of humanity if your endeavours leave a pile of human roadkill in their wake. The new government leader Mobilizing agile public leadership in disruptive times. 13 August 2013. Katherine Ryan, Abed Ali. Save for later. Download. Why change? Shifting expectations and increasing complexity. The modern government leader needs new skills to meet higher expectations for citizen interaction and to cope with an increasingly complex operating environment. Citizens' expectations are changing. More and more, they expect transparency from and engagement with their institutions and the people that lead them, and want real-time interactions with these people, anytime, anywhere, and on any device. These informal interactions can be surprisingly powerful; Newark Mayor Cory Booker leads a city with a population of less than 300,000, but has 1.3 million followers on. An IT security policy is a type of administrative control that communicates to all stakeholders involved in IT so that they understand what is expected of them in reducing the risks associated with information security. (It is not limited only to the security team.) It also demonstrates the commitment by the highest level of leadership within the organization to the ideals of the policy, therefore providing direction for the rest of the employees, suppliers, and other stakeholders. (Explore the roles of Chief Information Security Officer and the security team.) Whether at a strategic or tactical level, the IT security policy states why the organization has taken a position to secure its IT systems.