
Anatomy and Forensics of a Failed Course



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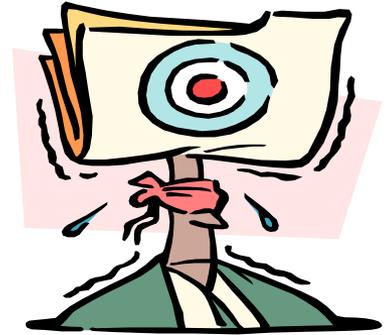
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Wisdom & Learning

“There are three kinds of people:

- The ones that learn by reading.
- The few who learn by observation.
- The rest of them that have to touch the electric fence for themselves.”

- Will Rogers (paraphrased)

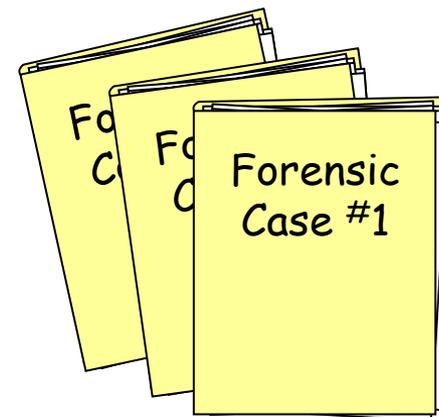


"Good judgment comes from experience
and a lot of that comes from bad
judgment."

- Will Rogers

Topics of Discussion

- Client Said – We Thought
- Screen Shots VS Hands On
- Structured Lecture VS Interactive



Each section there will be a five minute
“What would you have done?” session.

Forensic Lab Case #1

**What Client
Said**

vs.

**What We
Thought**

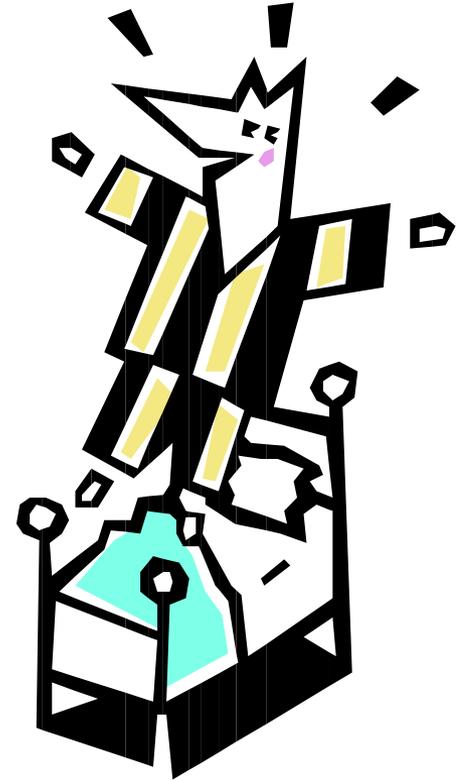
Setting The Stage

- Client:
 - Knowledgeable and sophisticated
 - Asked for proposal
 - Train IT security officers to use accepted organization's security testing tools
 - Headquarters setting with multiple classes
- Similar to other courses we had developed
- We bid and win the contract
- Joy, glee and visions of reasonable \$

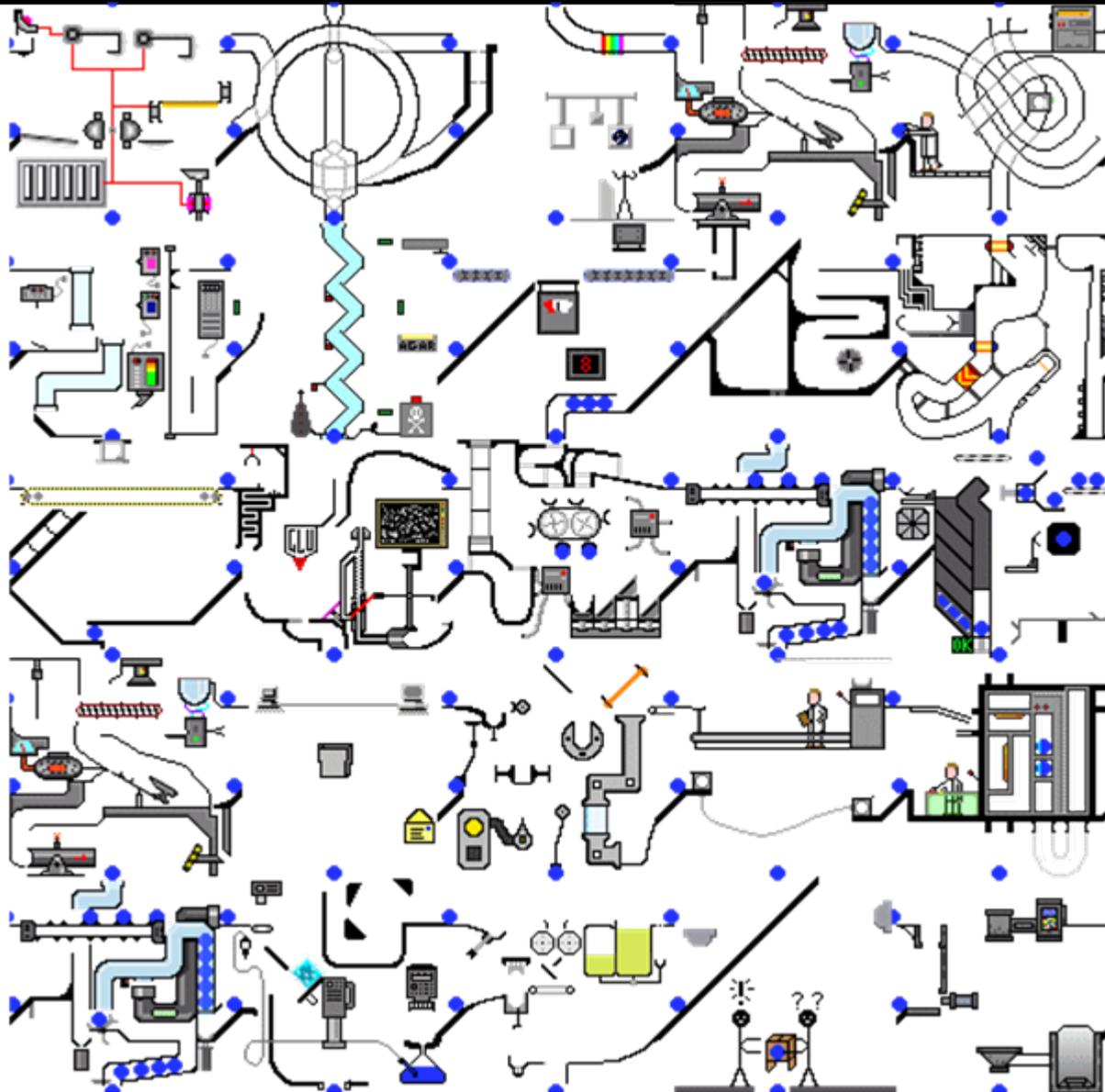


The Awakening

- Client in the interim has learned and used the tools
- Having gone through the experience client now knows EXACTLY what should be done
- And the FUN begins



What Client 'Knows' They Need



What The Clients NOW Wants

- Standard lecture, NOT interactive
- No hands on
- Have remote classroom access
- Change the course content and approach
- Test results analysis as part of the course
- Be one of the instructors for the course



What Would You Do?

What is the problem?	What causes the problem?	What are possible solutions?	What do I recommend?
Client said, we thought	Our prior experiences		
Standard lecture only	Client need for control		
Screen shots, no hands on participation	Attendees needs & expectations		

Forensic Lab Case #2

**Screen Shots
vs.
Hands-On**

Course Purpose & Retention

	Awareness	Training	Education
Covers	What	How	Why
Aim	Recognize and remember	Develops skills	Knowledge and understanding
Regulatory	Required	Required	Prudent

	Read / Test 25%	Use in Exercise 40%	Interactive 85%+
On-line	X		
Classroom		X	
Interactive and problem solving			X

Control VS. Attendees Needs

- Client wanted ‘structure’ to control process, max dollars and not be embarrassed
- Attendees wanted hands on, interactive and collaborative solutions for their systems



Hands On and Collaboration

- Buy into security solution
- Implement it with enthusiasm
- Now have a working partner, more resources and open lines of communications



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Client said, we thought	Our prior experiences		
Standard lecture only	Client need for control		
Screen shots, no hands on participation	Attendees needs & expectations		

Forensic Lab Case #3

**Structured
Lecture
vs.
Interactive**

Let Me At 'EM Coach

- IT Pros, security types and operators
- We don't need no stinking manual / course
- Just let us get on the system
- We know more than you paper pushers
- I'm only doing this so I can get certified – NOT learn the policies



Screen Shots ONLY

- Client thought
 - Force them to do it our way
 - Structured
 - All get the same results
 - Allow us to cover a lot of material in the time and dollars allotted

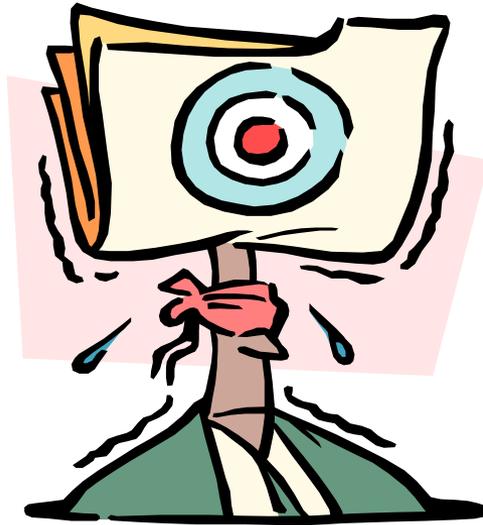


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Summary

- Sometimes no matter what goes wrong it still works out right if the content is correct
- WTP, WCTP, WAPS and WDIR sheets
- Interactive and collaborative works for us too



Questions?

Thanks for your time and
attention

Al Payne, CISSP Jim Litchko, CAS

Combined 60 years experience in managing IT systems and IT security.

Practitioners, integrators, consultants, executives, program managers, budgeters, educators, motivators and facilitators.

Worked in government, military, commercial and academic positions. From NSA to Johns Hopkins University.

Have assessed over 150 IT systems from the White House to an Internet gambling casino.

Authors of four books and speak on security topics at over 30 events a year.

Former Navy and Marine Corp officers.

