



PERSONAL BRANDING

WORKBOOK

A GUIDE FOR INFOSEC PROFESSIONALS

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Introduction

Over the years, I have talked to hundreds of information security (“infosec”) professionals who have felt stuck, burned out, or lacking focus for their career. If that applies to you or you want to polish your personal brand, this workbook is for you. Jack Welch once said, “control your destiny, or someone else will!” One of the most powerful techniques to control your destiny is to define and manage your personal brand.

The first known usage of the concept of “personal branding” was by Tom Peters in his August 1997 *Fast Company* article, named “A Brand Called You.” In that article, Peters wrote:

Regardless of age, regardless of position, regardless of the business we happen to be in, all of us need to understand the importance of branding. We are CEOs of our own companies: Me Inc. To be in business today, our most important job is to be head marketer for the brand called You.

Personal branding is about defining what makes you different and identifying qualities that make you stand out from the rest of the pack. It is also about how you articulate those qualities. In other words, how you package and sell the brand to your customers. I use the word “customers” in a generic sense to mean anyone you need to persuade, be it a boss, peers, or clients. As an infosec professional, you are frequently trying to create organizational change, and a powerful personal brand makes that much easier.

How to Use This Workbook

This workbook will guide you through a personal branding process in a series of exercises and activities. Along the way, we will discuss various concepts and references from several personal branding thought leaders.

I suggest that you write the answers in a notebook or a word processor document. I like Google Docs because I can review them and update my answers from my smartphone. As you progress through the exercises, you are encouraged to revise and update your answers based on new insights.

The first five exercises are very introspective and the remainder are more externally focused. Consider keeping the first five answers private so that you do not censor yourself based on what others may think.

After completing the workbook, decide on when you will revisit your personal branding workbook answers. My suggestion is quarterly, but make sure you do it as part of your annual goal setting at a minimum.

Throughout the workbook, I will use some personal examples to give you an illustration of how I answered the questions. While the material itself is interesting, *you will not obtain the full value of this workbook if you do not take the time and work through the exercises!*

Important Note:

This eBook contains several hyperlinks to various resources on the Internet. Due to the nature of the Internet some of the links may become dead. If that is the case, please Google the title of the article.

Section I



The Formula for Change

Let's Start with "Why"

Why do *you* want to define your personal brand? Perhaps the notion of controlling your destiny appeals to you. Maybe you want to increase your earning power or want more influence within your company. You may be a security consultant and want to attract more impressive customers. Or you may want to make yourself a viable candidate for an exciting professional opportunity. After the aforementioned *Fast Company* article, Tom Peters went on to write a book called "The Brand You 50." In this book, Peters wrote a statement that captivated me 15 years ago, and I still think about those words:

"Do Cool Shit. Every Damn Day. Or Die Trying."

Before discussing the first exercise, I want to talk about the **Formula for Change**. The formula is:

$$D \times V \times F > R$$

Where:

D is your **Dissatisfaction** with how things are now

V represents your **Vision** of what is possible

F is the set of **First** steps to take toward the vision

R is **Resistance** to personal change

This formula has been an extremely valuable tool for me when I was wrestling with some difficult personal change. Here is what I concluded after seeing this formula; I needed to:

- increase my dissatisfaction with the status quo
- define and enhance a vision of my future after making the change
- learn the concrete steps I needed to take to start changing

As you progress through this workbook, you will take the first steps of defining your personal brand according to your personal vision (which we will elicit in future exercises). For now, think about the Dissatisfaction factor in the formula.

Exercise 1: Write down your thoughts about why you want to define or enhance your personal brand. It does not need to be perfect and feel free to revise the content as you progress through the workbook. Remember, what you get out of each exercise depends on what you put into it. Make it personal and use it to motivate you.

Over time I have refined my answer to this question as follows:

I will develop my personal brand because I want to work on important and cool projects, with cool people, in cool parts of the world. I want to influence and be influenced by leaders in my profession. I want to make significant contributions that are recognized by peers whose opinions matter to me.

“Who” Are You?

Next, we will take a look at “who” you are. This topic has many layers, but for you to communicate your brand powerfully, self-awareness is important. This workbook has multiple exercises that will help you explore the various facets of who you are.

The Johari Window is a technique that can increase trust and understanding between individuals. As Figure 1 illustrates, there are dimensions of our personality that we are aware of, and dimensions that others know.

When I learned about this model, it made sense that everyone would have blind spots—aspects of who we are that others know about us, but to which we are clueless. This is why it is important to have feedback. We will discuss feedback in a future section.

The Johari Window also illustrates that there are aspects of who we are that no one knows, not even us.

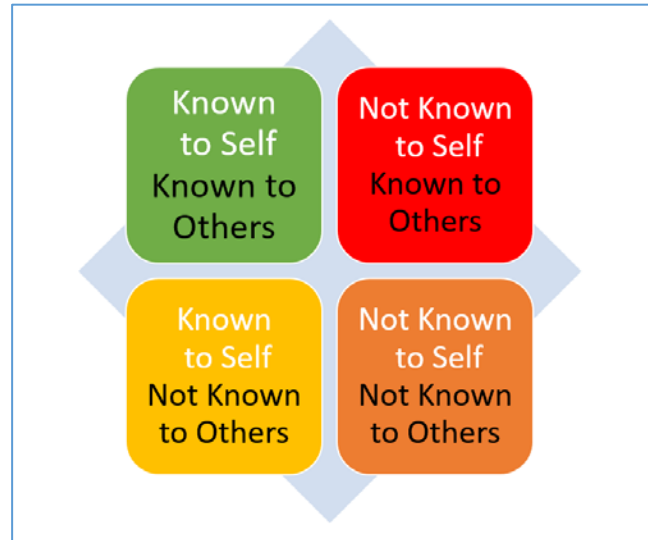


Figure 1 – The Johari Window

Exercise 2: In 300 words or less, write a description of who you are. This exercise can be quite challenging, so it may help to picture yourself sitting next to an interesting person on an airplane. What would you want them to know about you? What are you proud of? What is your passion?

Exercise 3: In 300 words or less, write a summary of how a trusted colleague who knows you well would describe you. Assume that colleague would be completely candid. (This corresponds to the “Known to Self / Known to Others” quadrant.)

Exercise 4: In 300 words or less, write a summary of your important qualities and attributes that others do not know. (This corresponds to the “Known to Self / Not Known to Others” quadrant.)

“Who” Do You Want to Become?

In product development, it is standard practice to define the desired features of the product before producing it. You are taking control of your destiny, so let’s start to define it. Excellence does not occur by accident but is the result of sustained focus and attention to detail.

I am a big fan of quotes because they can make a very powerful point very succinctly. Here is one of my favorites, which I display prominently on the home page of my website:

*“The secret to life is to have a task...Something you bring everything to...
And the most important thing is—It must be something you cannot possibly do.”*
—Henry Moore

Henry Moore reminds me that I am often guilty of not dreaming a big enough dream. In his book, *Awaken the Giant Within*, Anthony Robbins exhorts his readers to write down a “compelling vision” for their life, full of purpose and sensory rich detail such that it will inspire “massive action” toward their goals.

Some experts on brain function claim that at a certain level our brain does not differentiate between a dream and what happens in real life. Our brain will direct us to act consistently with the mental model of the world that it perceives. Therefore, the more sensory rich you can make the compelling vision of your future state, the more massive action it will motivate.

While growing up, I heard a sermon that was titled, “What Catches Your Eye Will Catch Your Life!” That was over thirty years ago, and I am as convinced as ever that this concept is true. You may have figured this out, but now we are working on the Vision factor in the Formula for Change.

Exercise 5: Write down your compelling vision in sensory rich detail. There is no word limit on this exercise. Rework it until it is a “BHAG” – a big, hairy, audacious goal that is important to you. Make sure that you write it in the present tense. Include details about what it looks like. As you see it with your own eyes, what do you see? What do you look like? What do you hear? Include details about how it feels, both on an emotional and physical level. Can you taste it? Remember that this compelling vision is intended to inspire “massive action.” To you, what does success smell like?

A reminder about exercises 1-5. The results of these exercises are meant to be private. Do not censor yourself based on what others would think if they read what you wrote. Fifteen years ago, I made the mistake of sharing some personal stretch goals with someone close to me at the time and the conversation quickly shifted to how meaningless their dead-end life was. Do not let others steal your dream! Instead, nourish it and enrich it on a frequent basis.

First Steps for Personal Branding

Now that you have created a compelling vision statement that is personal and private, the next steps are to think about how to frame some personal branding messages that are congruent with who you are becoming.

The first branding message is the personal mission statement. Stephen Covey first popularized the notion of personal mission statements in his book called, *The Seven Habits of Highly Effective People*. Do not let the fact that personal mission statements became a self-help fad dissuade you from creating one.

Mission Statement

A mission statement will keep you focused and enables you to filter out the activities and distractions that do not align with your mission. The self-knowledge obtained from the previous exercises has

prepared you to start thinking about your mission. Your mission statement should be something that you feel comfortable sharing and the people who hear it should feel that it fits you well. If you are like me, you will probably tweak it occasionally to get the wording exactly how you want it. You may even change your mission statement when you enter a different phase of life.

In a *Fast Company* [article](#), William Arruda suggested the following formula:

The value you create + who you're creating it for + the expected outcome

I work in the field of information security, typically in customer-facing roles for large software companies. Here is the mission statement that I have been using for about five years:

"I help my company earn and maintain the trust of its customers in our products and services."

I wrote this statement after doing a fairly in-depth study into the nature of human trust and realized that was the most powerful way that I can create impact for my company while working in a profession for which I am passionate. Later, I added the phrase "and maintain" to the mission statement when I recognized that trust relationships require steady maintenance.

Exercise 6: Write your personal mission statement. Ensure that it reflects your personal values and passions. Read it aloud. When you hear yourself say it, does it resonate with you? Does it convey passion and conviction? Test it out the next time someone asks, "so, what do you do?" Refine it as needed.

Elevator Pitch

If you have ever conducted an interview to select an employee to hire, you may have asked the candidate, "why should I hire you?" If not, try it and see what answers you get.

Whether we recognize it or not, in almost every conversation, we are either buying or selling an idea. We are either persuading and influencing or conversely being persuaded and influenced. [Seth Godin](#), put it this way:

"People are buying only one thing from you: the way the engagement (hiring you, working with you, dating you, using your product or service, learning from you) makes them feel."

[Lou Holtz](#), one of the great football coaches, would often tell his audiences that people have three questions about you:

- Can I trust you?
- Are you committed to excellence?
- Do you care about me?

The idea behind an elevator pitch is that you have only a brief moment to grab a prospective customer's attention and convince them that you are the best choice and that they need to consider you further. You only have about 30 seconds, or the time it takes the elevator to reach its destination. Will you be ready? What will you say?

I can guarantee that using statistics and appealing to their logic will not work. Instead, make an authentic appeal to emotion following a variation of the Lou Holtz formula:

1. **Communicate that you care about the customer and their problem.** For example, *“I understand your concerns about cloud security and data protection. They are certainly valid, and I think that I can help you.”*
2. **Communicate your track record of trustworthiness.** Continuing the example, *“In fact, I specialize in helping customers understand how to protect sensitive data in cloud environments. I have helped many customers work through some very tough data protection issues.”*
3. **Communicate your passion and commitment to excellence.** *“I find great satisfaction in helping customers assure their security and privacy in the cloud. It is never easy, but I would find great pleasure in delivering a solution that will delight you.”*
4. **Ask for the work.** It is called a “pitch” for a reason. I am always amazed at the end of an interview when the candidate fails to express interest and does not overtly ask for the job. Especially if it is a sales position and every interaction is a sale. Wrapping up my example, *“I know I can help you, when can I follow up with you?”*

Exercise 7: Create an elevator pitch to ask for a specific opportunity that aligns with your mission. Do this regardless of whether you are seeking your next opportunity. The purpose of this exercise is to train yourself to think about how powerful personal brand messaging can accelerate your career.

Now that Exercises 6 and 7 are done, you have completed the First Steps factor in the Formula for Change. These are just the first steps; many more steps will follow in the next chapters. Now we'll tackle the Resistance component.

Resistance

Resistance is anything that prevents us from making a necessary change. In fact, you have quite likely encountered mental resistance in doing the exercises already. You have done them, right?

I wish it were not so, but there is a price for excellence. John Maxwell, calls this the “Law of the Price Tag.” He observes that growth stops when you stop paying the price and that the price increases as you reach the pinnacle of your chosen pursuit. Maxwell states “the bigger the dream, the bigger the price.” Bringing this back to personal branding, I think a quote from Henry Ford is prescient, *“You can't build a reputation on what you're going to do.”*

Remember that according to the Formula for Change, to overcome resistance, it is important to increase dissatisfaction with the status quo, increase your vision of the future, and start to take action. I find the following quote from Vince Lombardi, the legendary coach of the Green Bay Packers to be very encouraging:

“The quality of a person's life is in direct proportion to their commitment to excellence regardless of their chosen field of endeavor.”

Seth Godin has blogged about resistance and the lizard brain. I have included an excerpt here to shine a light on its root cause:

The resistance loves committees and it hates a mission. The resistance creates fear and uncertainty, and it will do almost anything to keep you from being noticed. There's a biological underpinning to the

resistance—your amygdala. The amygdala is the pre-historic portion of your brain, located near the brain stem. It's responsible for fear and anger and revenge and sex and survival. When the amygdala is aroused, when it feels threatened, when there's a sense that people might actually laugh at you, it takes over. It rises up in rage and fear and shuts you down.

Exercise 8: Create a personalized list of factors that can cause you resistance. Be honest with yourself. What has sabotaged your success in the past? What causes you to procrastinate? What about this change do you dread? What are you uncertain about? Next, write down any specific actions that you can take to mitigate the impact of the resistance factors.

You can use the list generated in Exercise 8 to hold yourself accountable. Review it regularly to check on your battle against the lizard brain.

Take it Further

Here is a list of additional actions that you can do to magnify the impact of the material and exercises that we covered in Section I.

1. Read the *Fast Company* article by Tom Peters titled "[A Brand Called You.](#)"
2. Read the book, *Brand You 50*, by Tom Peters.
3. Research the Formula for Change on [Wikipedia](#) and other sites on the Internet.
4. Research the Johari Window on the Internet.
5. Read "[Awaken the Giant Within](#)," by Anthony Robbins.
6. Read the *Fast Company* article on "[Personal Mission Statements of 5 Famous CEOs \(And Why You Should Write One Too\).](#)"
7. Read about Lou Holtz's [Three Rules of Life](#).
8. Watch the [YouTube video](#) on John Maxwell's Law of the Price Tag.
9. Read the *Brainwashed* eBook by Seth Godin.

Section II

Introspective Branding Exercises

Determine Your Value Proposition

Wikipedia defines a value proposition as:

“...a statement which clearly identifies benefits consumers get when buying a particular product or service. It should convince consumers that this product or service is better than others on the market. This proposition can lead to a competitive advantage when consumers pick that particular product or service over other competitors because they receive greater value.”

What is it that customers and colleagues like about you? When have you went above and beyond the call of duty for a client? What are you most proud of when you complete a project? What special skills have you honed after years of experience?

Remember that when I use the term “customer,” I mean anyone that you influence or serve. Customers can mean employers and collaborators, in addition to formal consulting arrangements.

Exercise 9: Consider your interests, gifts, skills, experiences, and track record. What do you offer that a customer that they would find of particular value? Think of the list you make as eventually being used to create a line card, service catalog or brochure. For this exercise, do not focus on what makes you different, instead focus on what your customers value.

How Do You Differentiate Yourself?

Closely related to the Value Proposition is your Differentiation Strategy. A classic case study of differentiation is the Avis “We Try Harder” advertising campaign. This branding strategy was the successful result of a deep understanding of Avis as a company and the car rental market at the time. It set an aspirational goal to Avis employees to reach. Another example was the powerful Chevy truck commercials with the Bob Segar “Like a Rock” theme. It was said that during this campaign, quality metrics even increased in the production plants.

Before creating cool advertising campaigns, it is important to reflect intently about what you offer the market. Have you considered what it is that makes you unique in the marketplace? When a customer hires you, what specific value do they get from you that they cannot get anywhere else? Remember that value is in the eye of the beholder. If your customer cannot gain a specific competitive advantage over their competitors, why then should they choose you over your competitors?

In Exercise 9, the focus was on the value that you provide to customers. In this next exercise, the focus is on what makes you different.

Exercise 10: What makes you different from your competition or peers in the same line of work? What is your secret sauce? Do you have any proprietary knowledge or wisdom? What causes your success? What is it that you enjoy the most about the work you do?

What is Your Market?

After considering your personal value proposition and how you differentiate yourself, it is time to focus on your target market. The goal is to characterize and classify customers based on the problems that you solve. The questions and answers will vary widely based on your market, but the following are some examples based on my profession, which is information security:

- What size of a company do you prefer to work for or consult?
- What industry (or industries) are served by your market?
- Geographically, where are these customers located? Do their needs vary by region?
- How are the companies regulated?
- What threats does this market face?
- ...and so on. You get the idea.

Exercise 11: Create a list of questions about your market that help to elicit the significant characteristics of the market. Answer the questions as well, segmenting the market as appropriate.

Identify Potential Niches

In late 2004, Chris Anderson wrote an article in *Wired* magazine called “The Long Tail.” Anderson went on to transform the article into a popular business book. The premise of the book was that market demand follows a statistical distribution with a very long tail, and many businesses (like Rhapsody) have become very successful by serving the niche sub-genres.

The larger point is that there is lots of lucrative business in the long tail if you can serve it with agility and cater to the unique needs of that particular market niche. Also, it is important to recognize that you cannot do business with everyone. Believe it or not, even Walmart created a niche for themselves by using a “go where they are not” strategy. Initially, they built stores in rural America where Kmart and Sears were not located.

In 2002, shortly after the Health Insurance Portability and Accountability Act (HIPAA) was passed, I helped to launch Visonex, which created the first Software-as-a-Service Electronic Medical Record for the Dialysis Industry. This was a very defined niche that was created by new regulations and an unmet need to move the industry away from paper medical charts using a pay-as-you-go model that the industry could afford.

Exercise 12a: Are there parts of your market that are underserved? For now, do not concern yourself with why they are underserved or the logistical details of how to serve them, just brainstorm and create a list.

Exercise 12b: Next, refine the list and consider why the niche is underserved. Can you apply the “go where they are not” strategy? Rank your selections and focus your branding efforts on the needs of your preferred niches. (Do not try to be all things to all people.)

Personas and Profiles

If you only have a small group of regular customers and your goal is to serve them better by refining your personal brand, I recommend that you create a profile of each customer. What are the unique characteristics of each customer (or customer organization)? What are their hot-button issues? What does not work? What causes them pain? What do they like about their job? What do they hate?

On the other hand, if you have lots of customers, consider creating personas that aggregate the specific personality characteristics of groups of your customers. While this activity is intended for profiling the individual personality types, it can also work with company cultures.

In many ways, personal branding incorporates these three components:

1. knowing who you are
2. knowing your customers
3. communicating your value proposition in such a manner that your customer welcomes it and responds

One way of doing this is to use a personality type model. There are several models, such as Myers-Briggs Type Indicator, but I tend to use the Four Temperaments because of its simplicity.

Exercise 13: Create a profile or persona for each of your top five most important customers. How is each customer similar and different? How do their needs differ? What motivates them? What personality type are they? (Consider using the Four Temperaments Model.)

I have learned that my personality type is a phlegmatic-chloric. My phlegmatic nature makes me amiable and causes me to value being part of a team. However, under pressure, the dominant chloric tendencies cause me to press for results and demonstrate decisiveness. Does this sound like anyone you know? If I was your customer, what aspects of your value proposition would resonate with my personality type?

Take it Further

1. Read the Wikipedia article on Value Proposition.
2. Read about the Avis “We Try Harder” advertising campaign.
3. Read “The Six Steps to Defining Your Target Market” blog post.
4. Read “The Long Tail” Wired article or better yet, read the book.
5. Read the “7 Steps to Defining Your Niche Market” article.
6. Research personality types and determine if this can help you profile customers.
7. Take the Four Temperaments Test.

Section III



Brand Messaging

Messaging Your Personal Brand

In this section, we will play with different techniques to communicate your value proposition in a concise manner. These exercises may even cause you to go back and refine your previous answers based on the insight that you gain by trying to find a succinct message that will resonate with your market niche.

In fact, I recommend that you reread your answers to the Personal Mission Statement, the Compelling Vision, and the Elevator Pitch so that information is fresh in your mind.

What Your Bumper Sticker Says about You

For this exercise, we will follow the recommendation that Tom Peters suggests in his *Brand You 50* book.

Exercise 14: Create a bumper sticker that describes your essence. Note that this does not have to articulate your value proposition. Instead, answer the question—who are you?

You may have found this exercise quite challenging. I did when I worked on this years ago. Here is what I came up with:

“Lifelong Student of Awesomeness”

Your answer will be completely different and will be based on your personality, life experiences, and a multitude of other things. I chose the word “student” because I love to learn. It also seems more approachable and less braggadocious than saying “Master of Awesomeness.” I recently inserted the word “lifelong” because I want to convey the fact that this is not simply a phase, and then I will stop growing. When you stop growing, you start shrinking and die. Lastly, I selected the word “Awesomeness” because it is playful and fun. I want to be surrounded by interesting people who have a vision for their life and do interesting things.

Create a Positioning Statement

We live in a world of sound bites. Think about your value proposition and what you want your market niche to know. Now, can you communicate that message in less than eight words? This exercise is another challenge from the must-read book *Brand You 50*.

Exercise 15: Create an eight-word personal positioning statement. It may help to think what you would say if you were buying a targeted advertisement on LinkedIn to promote your service.

Home Page

Do you have a website to promote your personal brand? I highly recommend it, even if you work for a big corporation. Although many security professionals discourage it, my personal belief is that unless

you have a compelling reason for not having a presence on the Internet, I strongly encourage it—even if it has to be under a hacker pseudonym. But, what should it say?

The most important page on your website is the homepage. This page is where you want to convey your whole brand message in a tight and consistent manner. My suggestion is to answer these questions:

- Who are you and why should I care?
- Why should I read your web page or website? (This is the value proposition.)
- Are you credible and why should I believe you?
- Do you have anything to say that is fun, cool, or interesting?

Exercise 16: Focusing only on content, create the verbiage that conveys your personal branding message on a single web page.

Take it Further

1. Check out these [10 Amazing Personal Branding Examples](#).
2. Create a basic blog on Blogger.com (or similar).
3. Spend \$20 and create a Targeted LinkedIn [Text Advertisement](#) as an experiment.

Section IV

Feedback & Measurement

Feedback

Section I introduced the Johari Window, and we recognized that there are aspects of our personal brand that are known to others but not known to us. You need that important feedback to ensure that you are meeting the needs of your customer.

I recommend collecting feedback both face-to-face and by using an anonymous survey. Although customers may tell you what they think that you want to hear, it is important to ask. After all, a customer may not have thought much about your service and the brand behind it until you ask. When you ask for direct feedback, it tells the customer that their opinion matters. You also enlist their help in becoming a more powerful brand. There is an ancient proverb that states, *“Success has many fathers while failure is a lonely orphan.”* Why not make your customers part of your success?

Anonymous surveys are a way to obtain feedback. You can design your own using www.surveymonkey.com, or you can use a survey that is designed to measure the effectiveness of personal brands. One example is [360Reach](#). If you decide to go the SurveyMonkey route, you may want to consider using the [“Take Control of Your Personal Branding”](#) post at livecareer.com for samples of what questions to ask. The information that you collect during the face-to-face feedback discussions may also give you additional ideas.

Exercise 17: Determine what characteristics of your personal brand to measure. You can search the Internet for ideas. More importantly, consider your value proposition, your assessment of your niche, and your messaging as prime candidates for feedback and validation. Even if you have not launched your personal branding campaign yet, it is essential to contemplate how you will measure its effectiveness.

Here are some of the survey questions that I have used:

- What motivates Ken?
- What is Ken most passionate about?
- What makes Ken unique?
- Is Ken effective?
- Does Ken inspire customer trust in our company?

These questions are designed to gage the effectiveness of my positioning, how well I am articulating my value proposition, and whether I am actually delivering on my value proposition. The last question is designed to measure the effectiveness of my personal mission statement.

A/B Testing

The Internet giants make extensive use of data to inform their decisions and so do advertising companies. As a personal brand, you should use this technique as well. The easiest way to do this is to use the [A/B Testing Approach](#). This test is often used with advertising campaigns to determine the most effective ad.

Exercise 18: Repeat Exercise 15 and develop a second Eight-Word Personal Positioning Statement. The second statement can be only a slight variation of the wording or a total departure from the first statement. Present both statements (in random order) to a sample of customers and ask them to select their preferred statement. Have them explain their decision.

Take it Further

1. Read the Take Control of Your Personal Branding” post at livecareer.com.
2. Create a 15-Day Trial Account of 360Reach and pilot the feedback process with a small group of clients.
3. Read the “8 Reasons a Powerful Personal Brand Will Make You Successful” article.
4. Learn about A/B testing by researching it on Wikipedia and other Internet sources.

Conclusion

Closing Thoughts

In this eBook, we have explored a variety of challenging and tough questions that pertain to personal branding with a focus on the information security profession. I encourage you to review your responses periodically and update them. You may even consider doing this as part of your annual review and goal-setting process.

In closing, I want to encourage you to remember that a brand is a symbol of trust between you and your customers. Trust is earned slowly over time by being consistent. Packaging is certainly important but so is authenticity. Protect your personal brand from reputational harm and always act congruently with your brand messaging.

Good luck on becoming the best version of you possible!

Ken

Author Bio

Kenneth G. Hartman is a security engineering leader based in Silicon Valley. Ken's motto is "I help my company earn and maintain the trust of our customers in our products and services." Toward this end, he drives a comprehensive program portfolio of technical security initiatives focused on securing customers' data in the public cloud. Ken has worked for a variety of Cloud Service Providers in Architecture, Engineering, Compliance, and Security Product Management roles.

For the previous decade, up until July 2011, he helped to build a start-up company called Visonex into a profitable, nation-wide dialysis-specific electronic medical record using a software-as-a-service (SaaS) business model. In addition to managing the inception and delivery of multiple product innovations, Ken was responsible for all aspects of assuring the security and privacy of both the internal IT systems and the company's SaaS offerings.

Prior to helping launch Visonex, Ken worked as a corporate Electrical Systems Manager for Kraft Foods where he helped to secure the plant floor automation systems.

Ken holds a BS Electrical Engineering from Michigan Technological University and a Masters Degree in Information Security Engineering from SANS Technology Institute. Ken has earned the CISSP, as well as multiple GIAC security certifications, including the GIAC Security Expert.

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