

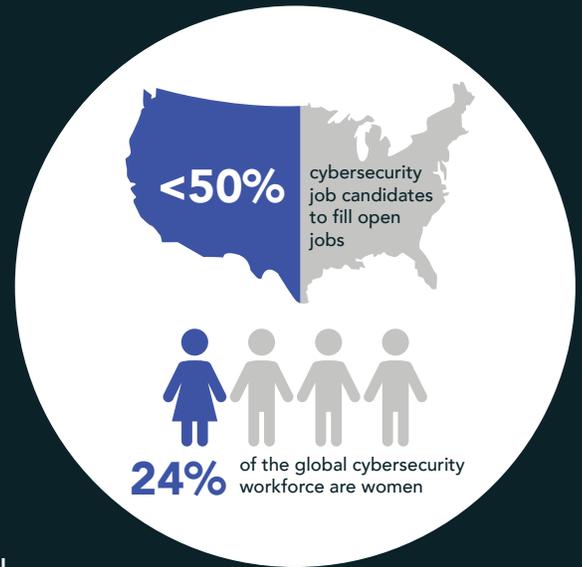


# BUILDING A BETTER CYBER TEAM

The cybersecurity industry has a labor problem. In the United States, there are **less than half** of the candidates needed to fill open cybersecurity jobs, but that skills gap is only part of the puzzle. In 2020, women only made up about **24 percent of the global cybersecurity workforce**.

What can organizations do to close the gender gap in cybersecurity, and ultimately, the cyber skills gap? Research shows that to build strong cyber teams, employers and the wider industry need to make cybersecurity a welcoming career for all.

To understand ECS' approach towards equitable and inclusive cyber teams, we spoke to a few of the women leading our cyber teams.



## A CONVERSATION WITH



**BEVERLY GOODWIN**

Executive Director of Governance, Risk, and Compliance | Cybersecurity Assurance, ECS



**SHAYLA TREADWELL**

Vice President Governance, Risk, and Compliance, ECS



**RAMONA ZILLIGEN**

Program Manager, Mission Solutions, ECS



**JOANNE MORRIS**

Vice President Enterprise Solutions, ECS

## Tell me about managing the Army Endpoint Security Solution (AESS) project.

ECS/AESS is a complex web of people, technology, and stakeholders. As project manager, I oversee the operations of our technology partners to ensure that their teams are meeting customer expectations, deliverables, and goals. I also help run our project management office, which helps set the management processes, policies, and methods for all ECS/AESS personnel.



**Ramona Zilligen**  
Program Manager, Mission Solutions

## What are some characteristics that you think make a team successful?

Cognitive diversity. It is so important that you don't let groupthink get in the way. Identify people with different backgrounds and experiences so that you can come to an agreement and make the best decision for everyone. Allow people to highlight things you wouldn't otherwise think about as well.



**Shayla Treadwell**  
Vice President of Governance, Risk, and Compliance

## How do you handle a situation in which you don't agree with the group consensus?

I present my opinion in a positive manner, and I listen in a positive manner too. Everyone's opinion has value, but sometimes a different opinion is a better situational fit. No matter how experienced I am, there's always an opportunity to learn. Teams are stronger than individuals, so it's key to let every voice be heard and then work with the team to move forward with a single voice.



**Joanne Morris**  
Vice President, Enterprise Solutions

## What are the top three habits that you would recommend to someone seeking a leadership role?

1

### Lead by example

Be willing to follow the same rules and practices you expect from your team. This habit will help establish expectations and build trust with your employees. The workplace changes in response to COVID-19 presented many opportunities to lead by example. All of us had to adapt to remote work and stressful video meetings with kids or pets in the background.

I also learned through frequent check-ins with staff that they were tending to work longer hours and experience burnout from never leaving the workplace. As leaders, we need to recognize how these changes impact work life balance and encourage employees to factor in breaks and establish boundaries between work and home life.

2

### Communicate vision and goals clearly

It is very difficult to lead a team if they don't grasp their larger goal and vision. Refresh and remind your team why their work adds value and where they fit into the bigger picture.

3

### Stay calm under pressure

Challenges arise every day, and how you respond makes the difference. Women often feel that we need to be perfect in every situation, but we don't. Letting go of this expectation helps us to reframe challenges and stay focused on what's important, especially during stressful situations. When facing challenges, practice responding over reacting. Take a deep breath, ask questions to understand the problem, and guide teams through effective solutions.



**Beverly Goodwin**

Executive Director of Governance, Risk, and Compliance |  
Cybersecurity Assurance

ECS is a leading information technology provider delivering solutions in cloud, cybersecurity, software development, IT modernization, and science and engineering. The company's highly skilled teams solve critical, complex challenges for customers across the U.S. public sector, defense, and commercial industries. ECS maintains partnerships with leading cloud and cybersecurity technology providers and holds specialized certifications in their technologies.