

HERRENKNECHT



Tunnelling Systems

HERRENKNECHT

# BUILD A ROBUST IT-SECURITY HOW TO

Hamburg, den 18.09.2025, Michael Fonther,  
Robust IT-Security



Cyber capability -- HOW TO

# ABOUT ME

**Around in IT for about 25 years now.**

**IT-Sec-Lead at Herrenknecht for roughly 2,5 years!**

**Responsible for Classic IT, OT, Cloud, Mobile and Development / DevSecOps.**

- Deep knowledge of Software Development, DevSecOps and ... Quality.
- Established IT-Sec as facilitator and advisory!
- Established IT-Awareness training for Everyone!
- Established a Vision for IT-Security, ... (and Scope!)
- Established a Strategy on how to get to where we want to be!
- Established a strong relationship to IT, Communications, ...

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# ABOUT YOU!

What is your role in – YOUR – company?

CISO

CIO / CTO

Director

Head of ...

VP

Another C..

WHY are you here then?

Maybe because you can't order people to be „secure“?

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# THE BASICS

**Building on Quicksand will sink you soon!**

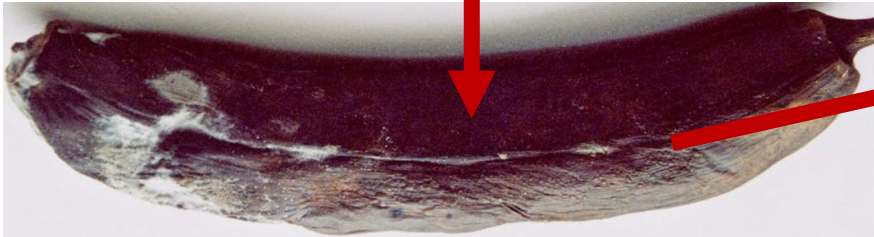


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# THE BASICS

IT-Security tools will get you only so far ...

When your IT looks like this:



TOOLS

**ROTTEN BANANA CAKE TASTES SHIT!  
REGARDLESS OF THE ICING!**

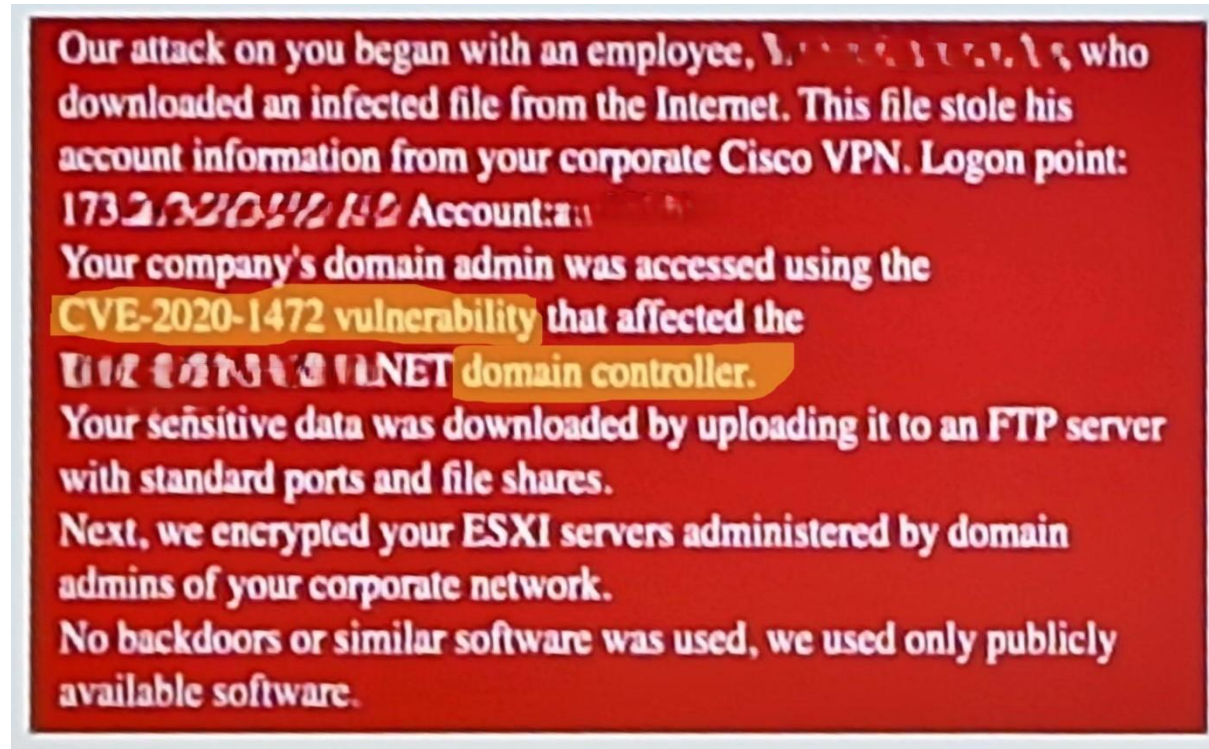
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# THE BASICS

- › **Patch Now! Always! Everything!**
  - › If you can't patch -> Isolate.
- › **You can't protect what you can't see!**
  - › Observability is key!
  - › Know what's going on in your network. In realtime!
- › **Be transparent and clear; explain everything to everyone ... in their language.**
  - › If people understand, they're most likely helpful. Networking wins!
- › **Find the Grey Masters (and befriend them).**
  - › Which people always show up on crucial points?
  - › Who's responsible? ... For real.

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# A NOTE FROM A HACKER ... FOR REAL



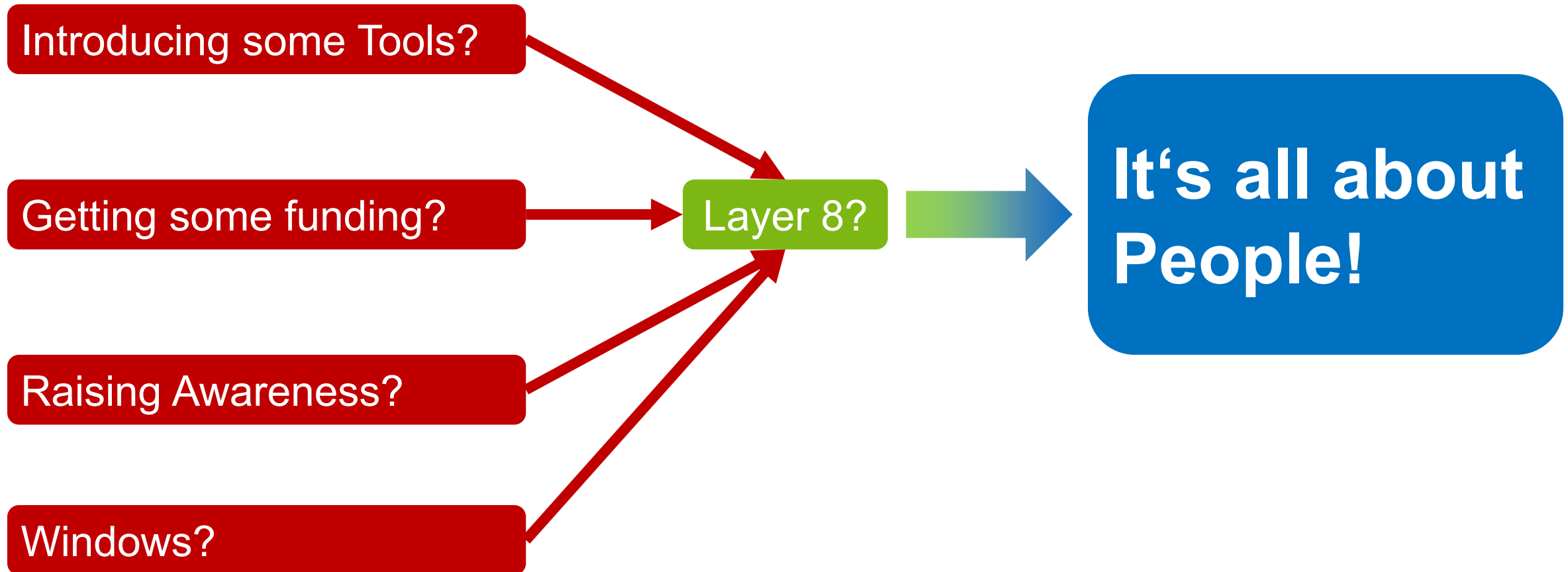
› That vulnerability is **MORE (!)** than 5 years old.

› They even left notes on how to prevent further hackings!

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# THE BASICS

What exactly is our real problem?



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# **YOUR PURPOSE → ROBUST CYBER-SECURITY**

**Definition of robust:**

- **Withstanding force**
- **Strong and unlikely to break or fail**

**Do you think your team alone can do – all – the necessary work?**

**If all the work can be done by „your“ people ... amazing!**

**Most likely you need help.**

**IT is your best friend and ally!**

**As well as HR, Legal, GRC, Accounting, Sales, Comm., ... everyone!**

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**YOUR GOAL → GETTING „STUFF“ DONE**

**YOUR TOOL → LEADING PEOPLE**

How do you know that you're a leader?

**If no one follows, you're just on a stroll around the block!**

How about:

**Influencer**

**Ambassador**

**Facilitator**

Leading is about getting people to do what you want!

**... in such a way, that they do it intrinsically motivated!**

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# YOUR HOW TO → INFLUENCING PEOPLE

## Learn to lead yourself

People only follow / trust you IF you're reliable and trustworthy.

## Listen to people and understand them, truly. Show genuine interest

People only follow / trust you IF they (!) know you understand.

## Enable them to succeed and be responsible

People are motivated by trust, interesting tasks and responsibility.

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# **YOUR HOW TO → INFLUENCING PEOPLE**

**Be honest, own your mistakes and celebrate the teams successes**

People will take you as an example IF your authentic and honest.

**Solve your bosses problems (Manage expectations)**

Your boss will trust you to get IT done == more freedom in how to.

**You're the problem solver ... for your field of expertise**

People will come to you for advise and help OR just to „talk“. Be open.

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# ABOUT ME ... FOR REAL!

**Actually I'm a change manager with IT-knowledge!**

**Around in IT for about 25 years now.**

**Tester by heart!**

- Still!
- Deep knowledge of Software Development, DevSecOps and ... Quality.

**Leader ... still in training. I'm learning vigorously every day.**

- How to lead in a team, how to influence people in a positive way
- Working strategically, with local tactics and on a global scale

**Responsible for Classic IT, OT, Cloud, Mobile and Development / DevSecOps.**

- How?
- My credo: „My goal is to make my position superfluous!“
  - Which means that my team HAS to be freaking awesome. → They can do IT.

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# YOUR HOW TO → INFLUENCING PEOPLE

Some\* sources on how to get there:

Dale Carnegie:

› „How to make friends and influence people“

Jack Nasher:

› „Convinced“

Stephen R. Covey:

› „7 habits of highly effective people“

Building trust – how to (german):

› <https://www.nicolasscheel.com/blog/die-vertrauensformel-wie-du-gezielt-vertrauen-aufbaust>

Freudmund Malik:

› „Führen, Leisten, Leben“

TBC:

› „ ... “

As well as NLP, Rethorics, leadership trainings, cynefin framework ...

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QUESTIONS PLEASE?

# THANK YOU VERY MUCH FOR YOUR ATTENTION

