

# The Future Operations Center

***“Next generation security practices”***

## **2nd Focus Group Connect 2025 – OSAC Delhi Chapter**

December 15, 2025  
We Work HQ 27, Gurugram, India

**Bruce McIndoe**  
*McIndoe Risk Advisory LLC*



## **Speaker: Bruce McIndoe**

Bruce McIndoe is a globally recognized expert in risk management, intelligence, and operational resilience. With over three decades of experience spanning national security and enterprise risk, he is best known as the founder of iJET International (later WorldAware, now Crisis24), a pioneering global intelligence and risk-management firm.

A former defence technologist who supported the U.S. Intelligence Community and the NSA, Bruce now leads McIndoe Risk Advisory LLC, guiding organizations in building agile, integrated resilience strategies that align security, continuity, and business objectives.



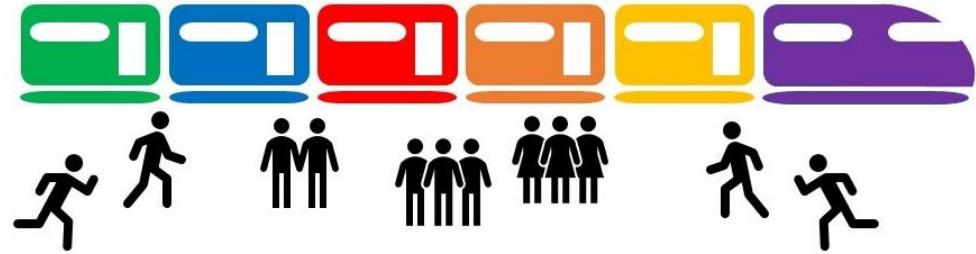
## Topic : The Future Operations Center

Join Bruce McIndoe, a globally recognized expert in risk management and operational resilience, for a keynote on “The Future Operations Center.”

Bruce will explore how advanced technologies and best practices are shaping next-generation Security, Emergency, and Network Operations Centers (SOCs, EOCs, NOCs), and how the Team-of-Teams model can create unified, agile, and multi-disciplinary command environments.

The session will be followed by an open house discussion on the evolving design and management of SOCs/GSOCs, focusing on how AI, physical-cyber convergence, and advanced analytics can strengthen situational awareness and response to emerging threats.

# Our Journey Today....



## **Part 1 - Define the Problem and Our Approach to Solve it**

- Is the Problem important to senior management?
- What does a new approach look like?
- How does it work?
- What are the Benefits both internally and externally?

## **Part 2 – Deeper Dive into the Team-of-Teams Model**

- Organization Model Transition (Positions vs Roles)
- Supporting collaboration between Teams
- How this approach benefits your people
- Is this a fit for your organization and 7-steps to getting started

## **Part 3 – The new ASIS FUTURE Operations Center Interest Group**

- Learn about this new community to be launched in January

# Part 1 - The Problem: Siloed Resilience Disciplines Create Operational Gaps

## Current State:

**Organizations manage Operational Resilience through many separate functions:**

Business Continuity, Cybersecurity, Physical Security, Emergency Management, Crisis Management, Compliance, Supply Chain Security, Risk Management, HR & EH&S, and more!

**The Silo Effect:** These functions often operate independently, duplicating efforts, missing critical intersections, and failing to share context & intelligence.



# CEOs See Operational Resilience as Critical

**“Select the Internal Factors or Issues that your organization will focus on in 2025 (Select 2)”**

|                                  |              |
|----------------------------------|--------------|
| <b>1. OPERATIONAL RESILIENCE</b> | <b>46.5%</b> |
| <b>2. REDUCING COSTS</b>         | <b>43.6%</b> |
| 3. SUSTAINABILITY STRATEGY       | 20.4%        |
| 4. CONDUCTING M&A / DIVESTITURES | 18.2%        |
| 5. INCREASING LIQUIDITY          | 17.6%        |
| 6. INCREASING INTERNAL RISK MGMT | 14.3%        |
| 7. MITIGATING CYBER RISK         | 13.4%        |
| 8. BOARD EFFECTIVENESS           | 11.1%        |
| 9. RENEWABLE ENERGY SOURCES      | 7.6%         |

508 CEOs, globally

Source: <https://www.conference-board.org/publications/C-Suite-Outlook-2025-Seizing-the-Future>

# But Responsibility is Fragmented

What functions are within the scope of your overall **Operational Resilience Program?**

Where there  
was broad  
agreement



In the program



Shared with others



In another dept./Outside my area

Crisis Management Procedures

74%

21%

5%

Business Continuity Planning

71%

20%

9%

Emergency Notification

68%

23%

9%

Scenario-based Exercises

68%

26%

6%

37-30%  
Somewhat

Travel Risk Mgmt

Risk ID &  
Assessment

Physical Security

Health & Safety

25-16%  
Very Little

IT Disaster  
Recovery

Information  
Security

Technology  
Failover Tech

Regulatory  
Compliance

132 Resilience Professionals

Go Deeper: <https://www.conference-board.org/publications/making-operational-resilience-a-competitive-advantage>

# So What?

## Real-World Consequences:

- **Business continuity plans failing** due to lack of coordination with emergency management.
- **Cyber incidents impacting physical security** (e.g., ransomware shutting down access controls).
- **Supply chain disruptions** exacerbated by disjointed crisis response.

### CYBER INCIDENTS IMPACTING PHYSICAL SECURITY

(e.g., ransomware shutting down access controls)

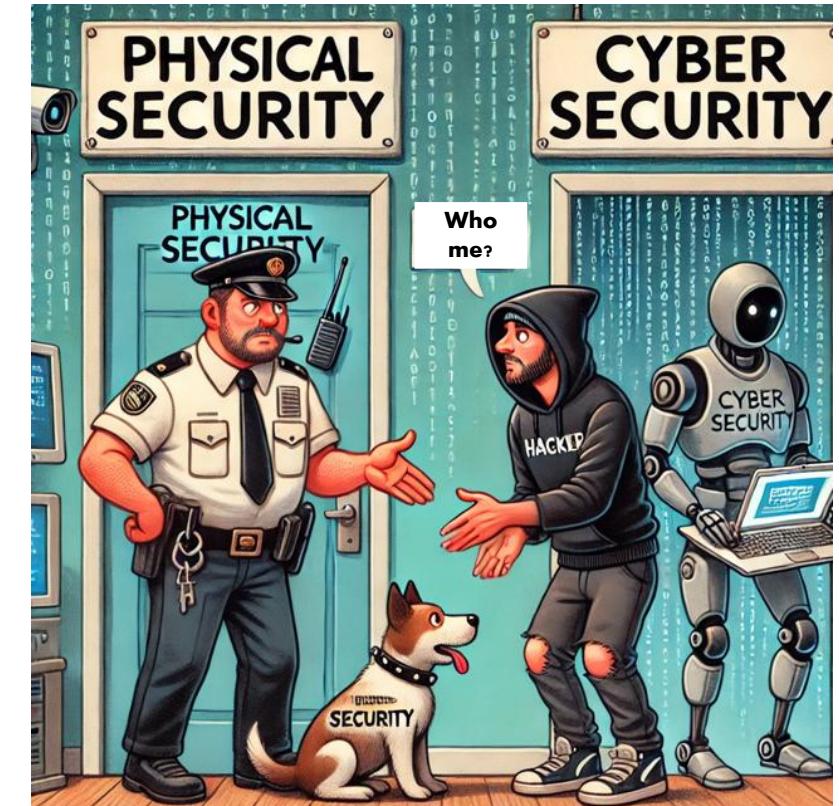


**Takeaway:** The traditional disconnected & siloed model creates inefficiencies, vulnerabilities and costly failures.

Go Deeper: <https://www.resorgs.org.nz/wp-content/uploads/2017/07/silos.pdf>

# Why “Convergence” Alone is Not Enough

- **Common Industry Push:** There have been efforts to "converge" certain resilience disciplines, primarily Cyber & Physical Security
- **The Shortcomings of Partial Convergence:**
  - Limited scope—other functions still operate in silos
  - Collaboration often remains superficial without a unified mission
- **A More Comprehensive Approach is Needed:** Instead of just merging select functions, organizations need a truly unified, mission-driven approach

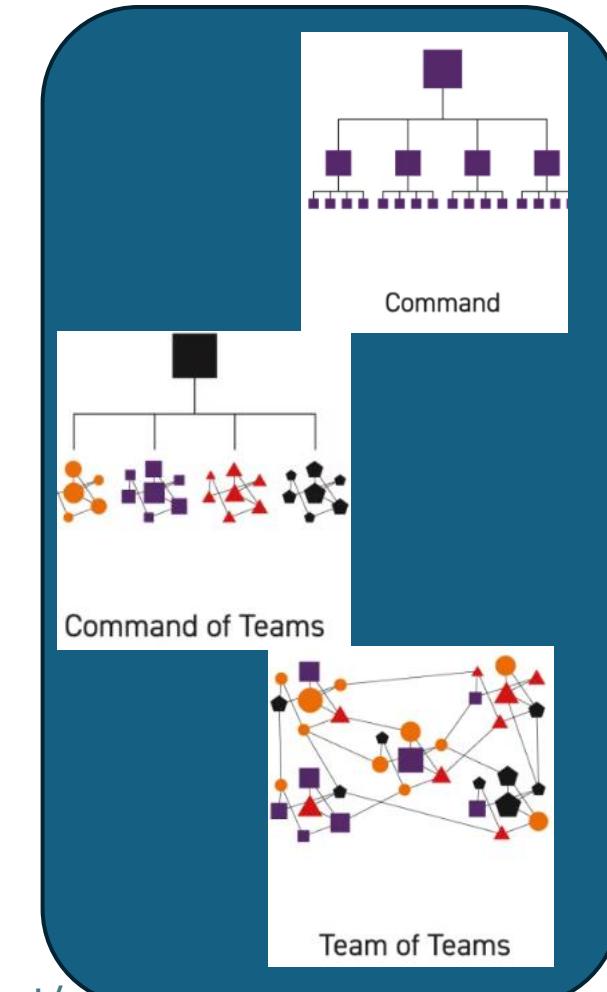


*No one wants to be “Converged”*

# A Solution Approach: Applying McChrystal's *Team-of-Teams* Model

- **Concept Overview:** *Team-of-Teams* approach takes hierarchical, slow-moving structures and replaces them with a networked, agile collaboration model
- **Key Principles Applied to Organizational Resilience:**
  - **Shared Consciousness:** All resilience teams each have a clear Team Mission and real-time situational awareness.
  - **Decentralized Execution:** Teams retain mission autonomy but align with a common Organizational Mission and specific objectives.
  - **Cross-Functional Collaboration:** Experts from all disciplines work together, not just at the leadership level but operationally. **Key is executing joint exercises to enhance capabilities.**

**Takeaway:** A *Team-of-Teams* approach creates a proactive, intelligence-driven, and agile resilience capability.



**Go Deeper:** <https://www.univio.com/blog/team-of-teams-when-agile-methodologies-fall-short/>

# How It Works: Implementing a “Joint Resilience Operation”



## 1. Establish a Unified Resilience Framework

Define a *Resilience Operations Center* (ROC) or a *Joint Resilience Team*

## 2. Implement a Continuous Risk Management Process (CRMP)

A shared approach to identifying, mitigating, and responding to threats & incidents dynamically

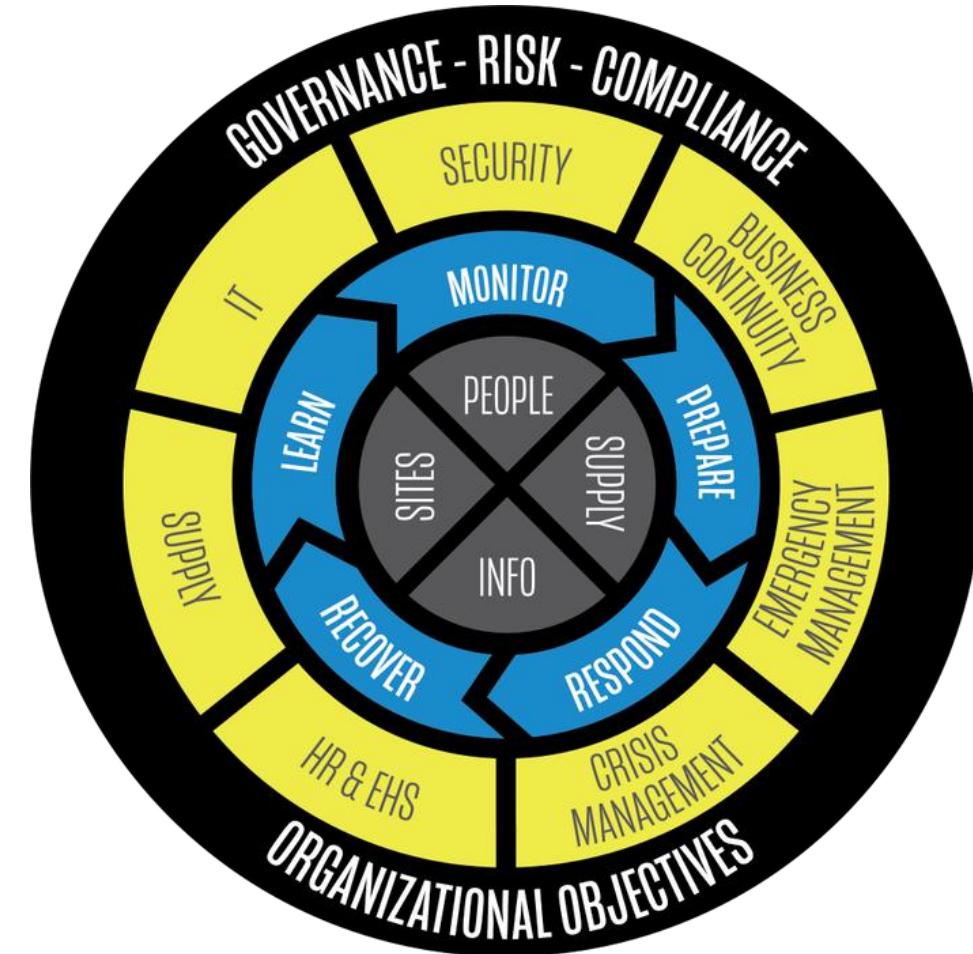
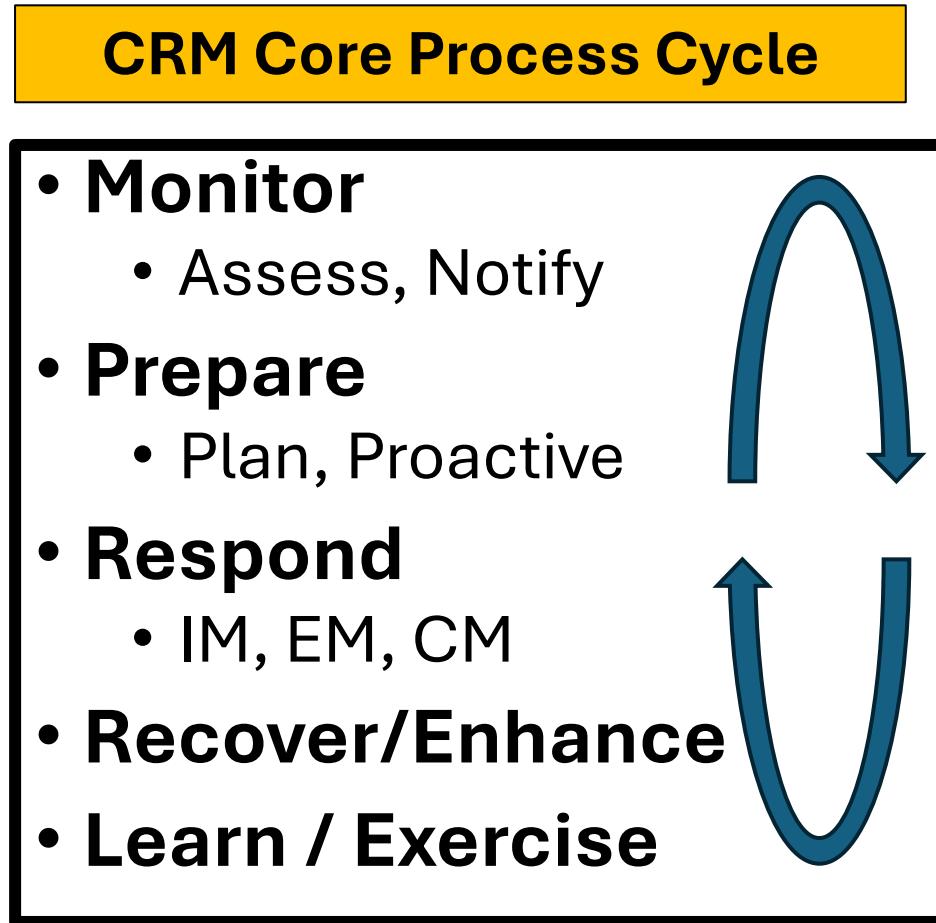
## 3. Foster Cross-Disciplinary Collaboration

Implement joint training, shared intelligence, common tools and joint exercises

## 4. Enable Technology & Information Sharing

Use real-time dashboards, AI-driven threat analysis, and collaboration platforms

# Example: Unified Continuous Risk Management Process



# Organizational Benefits – “Bridging the Silos”

- **Enhanced Decision-Making** – Comprehensive visibility across all organizational functions
- **Resource Optimization** – Elimination of redundant systems, processes, and capabilities
- **Accelerated Innovation** – Diverse perspectives and knowledge drive breakthrough solutions
- **Operational Efficiency** – Streamlined workflows and faster communication
- **Improved Customer Experience** – Consistent delivery and reduced friction points
- **Organizational Agility** – Quick response to market changes and opportunities
- **Higher People Engagement** – Clear understanding of contribution to organizational success

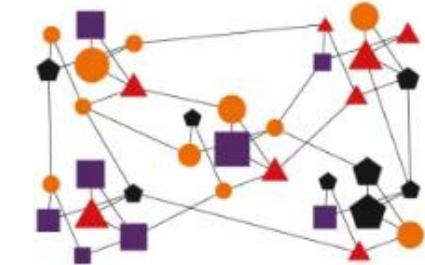
# External Partner Benefits Too – Joint Operational Resilience Program

- **Unified Communication Channels**
- **Streamlined Information Sharing**
- **Enhanced Coordination Capabilities**
- **Faster Incident Resolution**
- **Better Preparedness and Planning**
- **Consistent International Coordination**
- **Reduced Response Complexity**
- **Improved Compliance and Regulatory Relationships**



# Takeaways & Call to Action

- Organizations need to move from siloed resilience operations to a *Team-of-Teams* model or similar approach.
- This approach ensures agility, intelligence-sharing, resource efficiency, and coordinated response.
- Implementing a *Joint Resilience Operational Model* with a Continuous Risk Management Process aligns all disciplines toward a shared mission.



# Case Studies & Success Stories

## Example 1: A Fortune 100 Oil & Gas Company

Cross-functional model to support geographically dispersed teams in the field and prioritize resources according to potential return.

Go Deeper: <https://www.mcchristalgroup.com/capabilities/case-study/detail/2021/04/19/team-of-teams-in-a-remote-environment>

## Example 2: Supply Chain Resilience Strengthened through a *Team-of-Teams* Model

High-performing teams that ensure supply chain success in challenging times.

Go Deeper: <https://geodis.com/us-en/blog/build-resilient-supply-chain-teams-deliver-results>

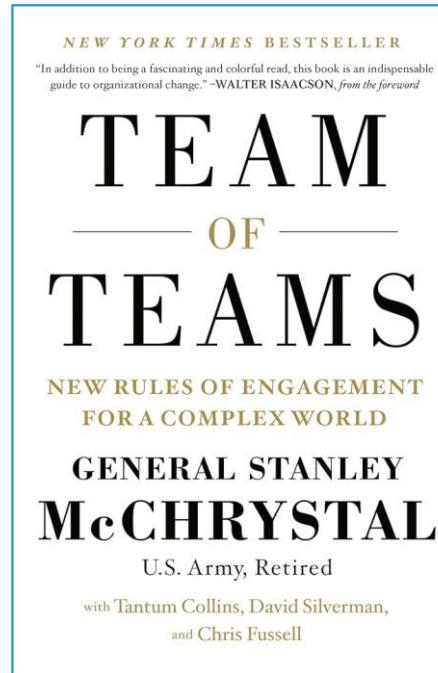
## Example 3: PwC strengthens resilience by bridging silos and taking a cross-disciplinary approach to risk management.

Strengthen their organization's resilience by breaking down barriers and taking a cross-disciplinary approach to risk management.

Go Deeper: <https://www.pwc.com/ca/en/services/deals/insights/cross-disciplinary-approach-to-risk-management.html>

# Part 2 - Team-of-Teams

## Primer & Examples



Go Deeper: <https://www.mcchrystalgroup.com/capabilities/team-of-teams>

# Team-of-Teams – Why and Where to?

## Background

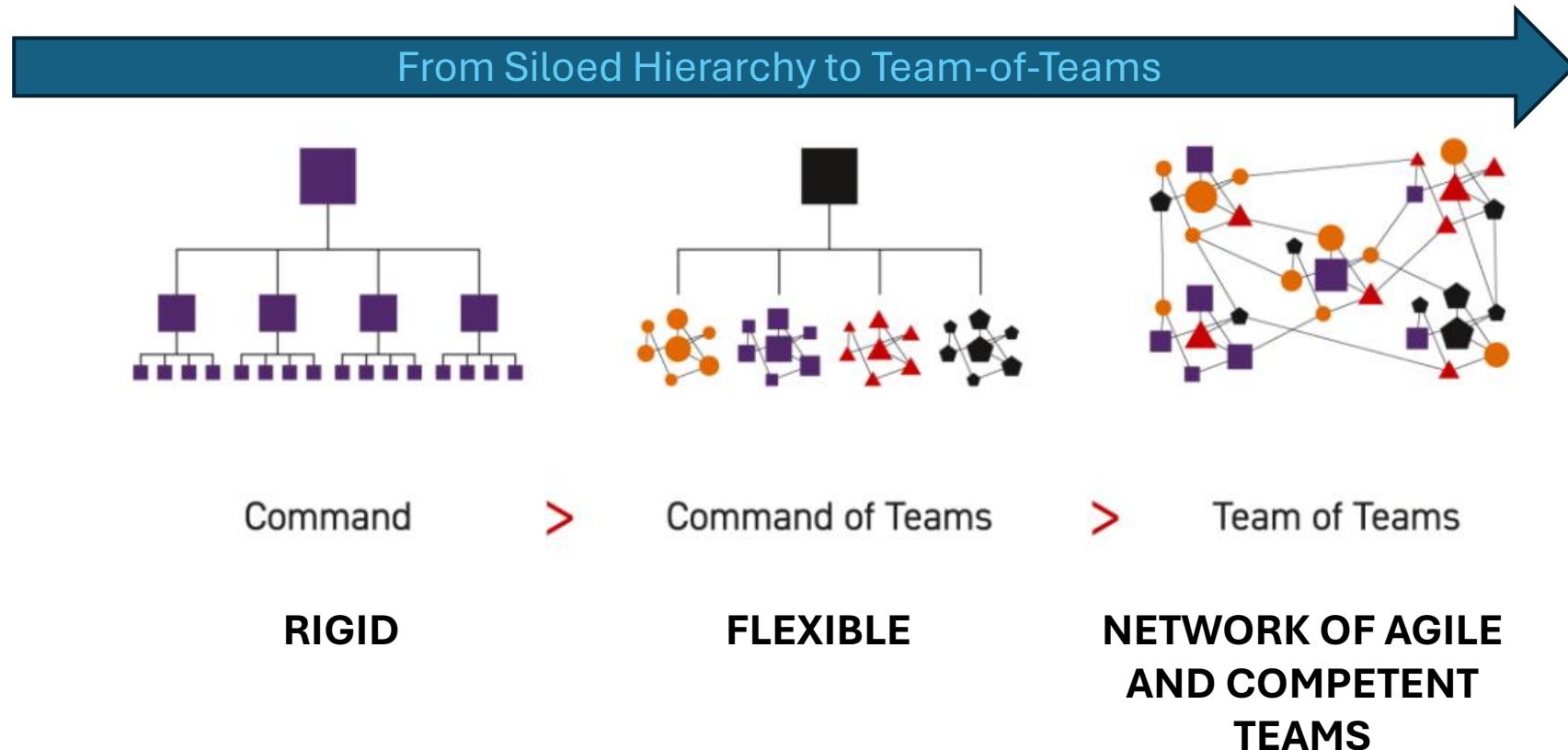
- The organizational model “Team-of-Teams” was made popular by retired US Army General Stanley McChrystal in his book **“Team of Teams: New Rules of Engagement for a Complex World”**.
- Transitioning from **siloed operations** to a **Team-of-Teams model requires a strategic shift in culture, leadership, and processes**.
- Team of Teams is **more of a philosophy rather than a rigid model**, so it should be given a wide interpretation.

## Desired Outcomes

- **Flexibility** and the ability to respond to clients’ current needs and market dynamics
- **Maximize the creativity & intellectual potential** of employees
- **Shift from top-down command & control to democratized, competent teams** that put a high premium on values, collaboration and common goals.
- **Change** in today’s world happens not through isolated acts of visionary entrepreneurship but **within teams of people who each have a critical contribution to make**.

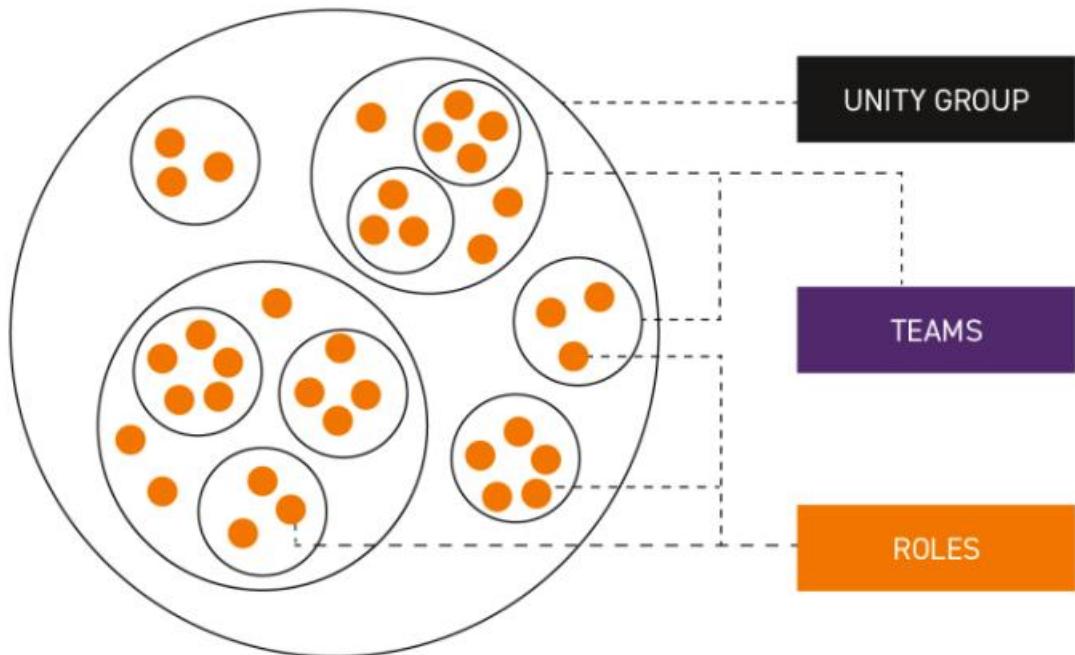
Go Deeper: <https://www.resorgs.org.nz/wp-content/uploads/2017/07/silos.pdf>

# Organizational Model Transition



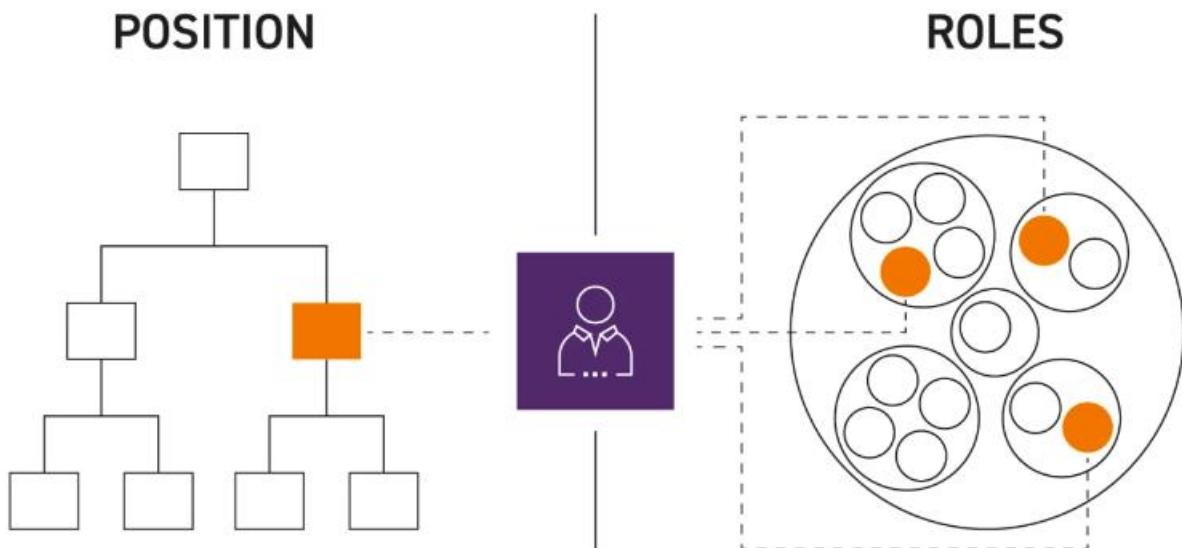
**Go Deeper:** <https://www.univio.com/blog/team-of-teams-when-agile-methodologies-fall-short/>

# Teams – Common Mission – Multiple Roles



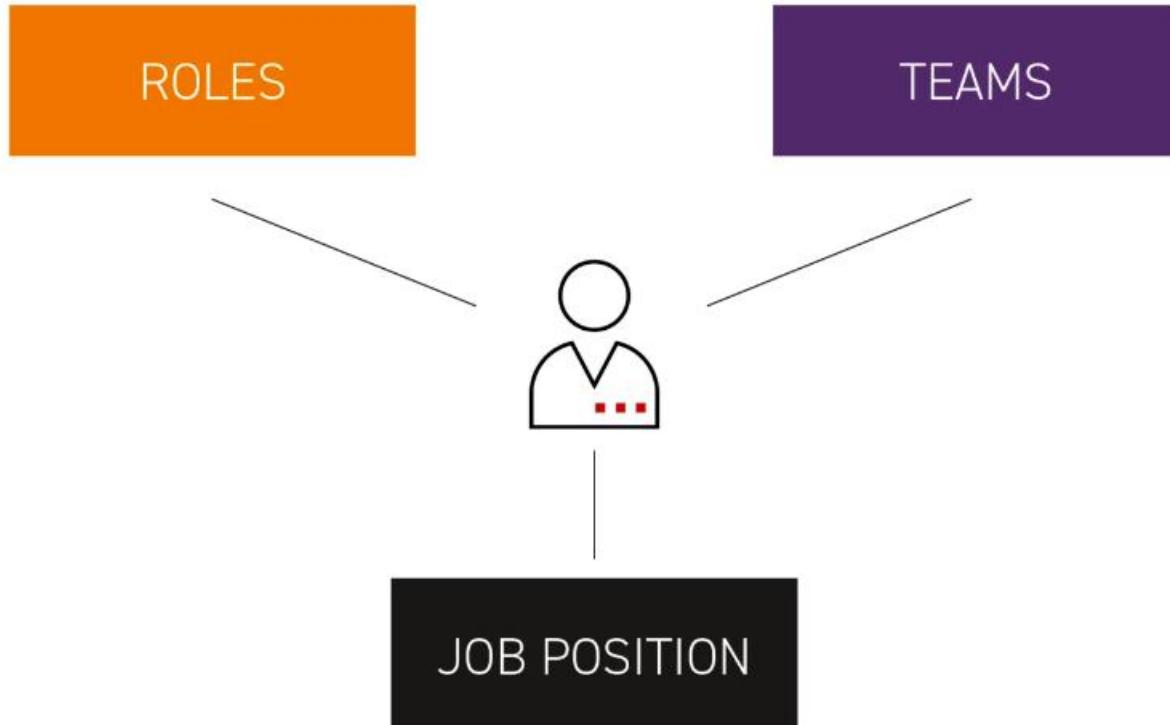
- **UNITY GROUP** drives the overall Mission (can be >1)
- **TEAMS** consists of people who have roles needed by the company
- **ROLES** over Positions

# One Position – Multiple Roles



- A **Team** consists of people who have Roles needed by the company – not positions.
- **Roles** Each person can hold one or more and easily take up a new Role to get experience.
- **Job Titles** are used but primarily for external comms & line management.

# Supporting Collaboration Between Teams?



“Building a culture of good cooperation between teams is one of the key success factors in the Team-of-Teams philosophy.”

## Leader Role

- Each team has its own Leader who is responsible for the **business aspects**.
- He/she sets priorities, defines further roles within the team and helps in removing obstacles.

## Head Role

- This role belongs to the people who own or otherwise strongly influence **a particular process** across teams.
- The Head role has a high degree of independence and freedom to take decisions.

# What Does Team-of-Teams Mean for Your People?

## MACRO Level

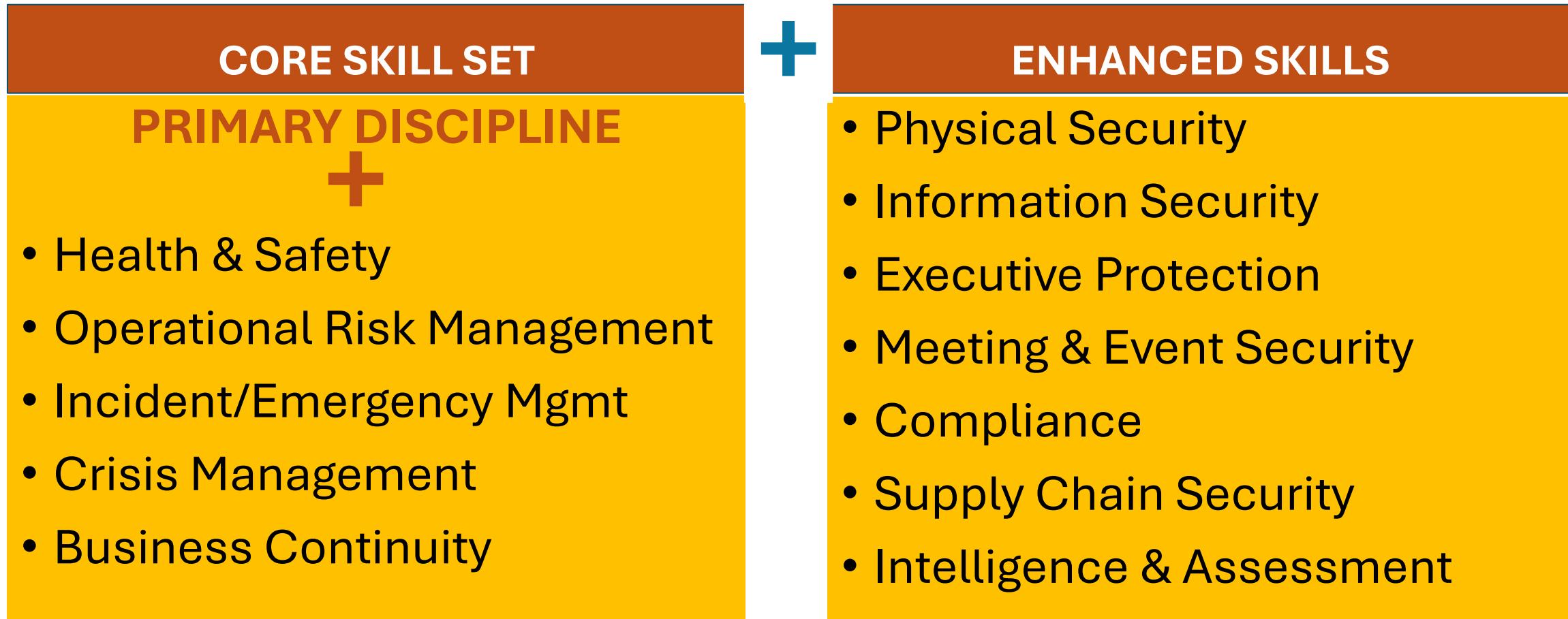
- **Clearer understanding** of company and Team goals
- **Easier** to try other Roles
- **Test** alternative career paths
- **Focus is on Expertise** – which emanates from skill and experience rather than from a job position

## TEAM Level

- **Each Team develops a contract** that it agrees to comply with
- **Unwanted behaviors** are eliminated by Teams themselves
- **Easier for people to cooperate** and join client or internal Teams transactionally

Go Deeper: <https://www.forbes.com/sites/meehanjonker/2018/05/30/team-of-teams-an-emerging-organizational-model/>

# Multi-Capable Protective Personnel Example



# Team-of-Teams: Is it for Your Organization?

**When looking for your own solution, you should definitely:**

- Be aware of the actual organizational culture of your company
- Have a clear organizational strategy in place
- Boldly look for your own way and your own solution
- Be consistent!

*“... this decision depended on many factors, including the nature of the industry, the high independence of teams, skills of our specialists, maturity of our management team and the direction of changes.”*

Greg Kuczynski, CEO & Founder Univio

# What can you do today to start this transition?

## 7 Steps from Silos to Teams

1. Establish a Shared Mission and Vision

2. Create X-Functional Leadership Forum

3. Implement Information Sharing & Transparency

4. Train Teams to Work Cross-Functionally

5. Shift from Hierarchy to Decentralized Execution

6. Align Technology & Processes

7. Consider a Chief Operational Resilience (COR) or similar role

- **Align all teams under a common goal** (e.g., "Enterprise Resilience") and develop cross-functional KPIs
- Use **shared dashboards, collaboration tools, and real-time intelligence sharing** to break silos
- **Empower teams** to act autonomously within a clear mission & strategic framework
- Conduct **joint training exercises, personnel rotations, and simulations** to enhance collaboration & capabilities
- **Integrate** cyber & physical security monitoring, business continuity, and risk management **into a single framework**

Go Deeper: <https://www.celonis.com/blog/7-strategies-to-break-down-silos-in-your-organization>

**“Working as a Team-of-Teams to increase the certainty of meeting the organization’s objectives”**



**BEGIN with the end in mind**

**Bridge the Silos and build towards a comprehensive**

**Operational Resilience Program**

**“A journey of a thousand miles begins with a single step” Lao Tzu**

# References & Resources for Team-of-Teams

- <https://www.mcchrystalgrou...-environment>
- <https://integralagile.com/case-study/case-study-creating-cross-functional-team-teams-art-aligned-value-stream>
- <https://www.cranfield.ac.uk/som/case-studies/organizational-resilience-a-summary-of-academic-evidence-business-insights-and-new-thinking>
- [https://www.cranfield.ac.uk/-/media/files/school\\_specific\\_documents/som/organizationalresiliencecranfieldresearchexecutivesummary.ashx](https://www.cranfield.ac.uk/-/media/files/school_specific_documents/som/organizationalresiliencecranfieldresearchexecutivesummary.ashx)
- <https://www.ccl.org/wp-content/uploads/2017/05/Building-a-resilient-culture-southwestern-energy-case-study-center-for-creative-leadership-ccl.pdf>

# Part 3 – ASIS FUTURE Operations Center

## Interest Group

### Leadership

Co-Chairs - Damon Hood & Bruce McIndoe  
Steering Committee – TBD

### Purpose

The **FUTURE Operations Center Interest Group** exists to strengthen operational resilience, efficiency, and coordination by serving as a central forum for collaboration, innovation (AI/Machine Learning), and best practices supporting the next generation of operations centers.

In addition, the group will develop a **Common Framework and Terminology** that will support single purpose or multi-disciplinary joint operations. This framework will facilitate harmonizing the operations center functions and processes across the various Operational Resilience disciplines.

# OUR MISSION

- **Our mission is to develop a Cross-functional/Domain Framework and Common Language**, improve decision-making through reliable data and communications, and foster a culture of continuous improvement in support of Operational Resilience and organizational objectives.
- **We will bring together stakeholders across protective disciplines** to identify challenges, share knowledge, and develop strategies that enhance performance, readiness, and adaptability.

# OUR Approach – Support Current & Future

## Building a Sharing Community

- **Establish a Forum for Q&A, Best Practices & Resources (Now)**
- **Sub-Communities (TBD)**
  - Management
  - Communications
  - Threat Identification
  - Intelligence Analysis & Reporting
  - Threat and Incident Monitoring
  - Response & Recovery

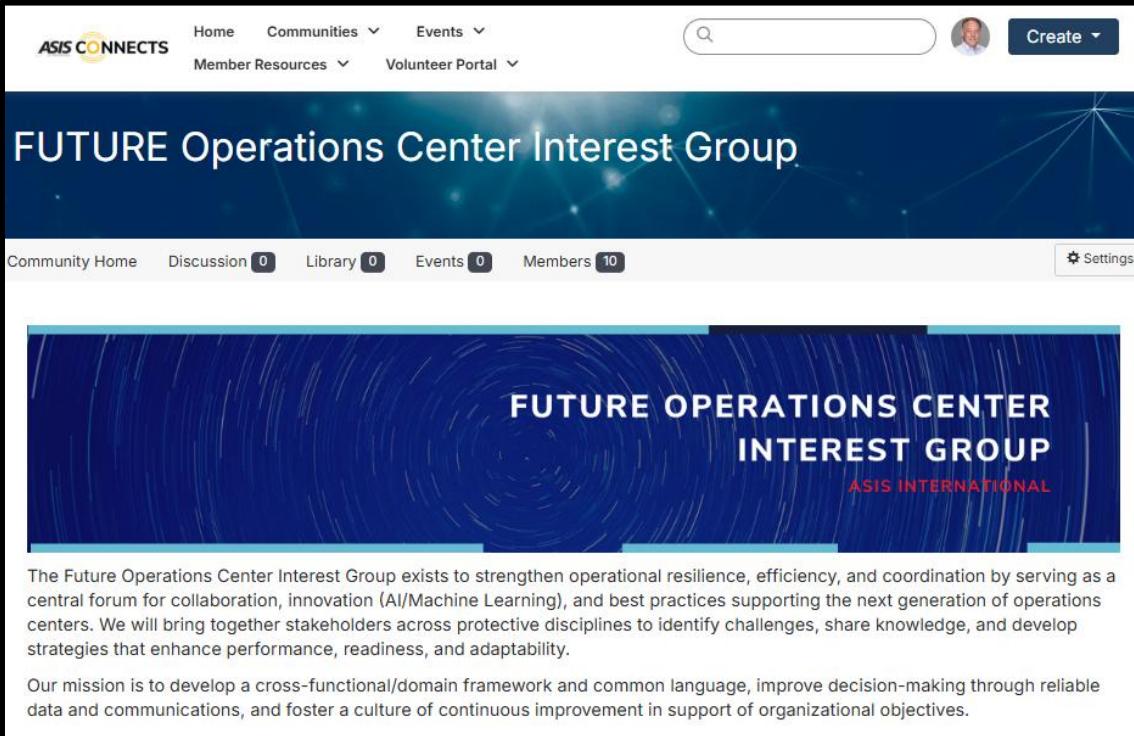
## Developing a Common Framework (Strawman)

- Functional Architecture
- Standardized Terminology
- Process Integration Framework
- Technology Integration Layer
- Physical & Virtual Infrastructure
- Data/Information Management
- Stakeholder Coordination

# Join the ASIS FUTURE Operations Center

## Interest Group

FORUM requires ASIS International Membership – PROGRAMS will be fully open & accessible



The screenshot shows the ASIS Connects website interface. At the top, there is a navigation bar with links for Home, Communities, Events, Member Resources, and Volunteer Portal. On the right side of the navigation bar is a search bar, a user profile icon, and a 'Create' button. The main content area features a dark blue header with the text 'FUTURE Operations Center Interest Group'. Below the header, there are buttons for 'Community Home', 'Discussion 0', 'Library 0', 'Events 0', and 'Members 10'. To the right of these buttons is a 'Settings' icon. The main content area has a dark blue background with a circular graphic and the text 'FUTURE OPERATIONS CENTER INTEREST GROUP ASIS INTERNATIONAL'. Below this, there is a paragraph of text: 'The Future Operations Center Interest Group exists to strengthen operational resilience, efficiency, and coordination by serving as a central forum for collaboration, innovation (AI/Machine Learning), and best practices supporting the next generation of operations centers. We will bring together stakeholders across protective disciplines to identify challenges, share knowledge, and develop strategies that enhance performance, readiness, and adaptability.' At the bottom of the content area, there is another paragraph: 'Our mission is to develop a cross-functional/domain framework and common language, improve decision-making through reliable data and communications, and foster a culture of continuous improvement in support of organizational objectives.'

**JOIN HERE:** <https://community.asisonline.org/subjectareahome?CommunityKey=71bc6cd3-23c0-4d64-8044-019a0d865e5e>

# Questions/Thoughts?



# Better, Safer, Smarter

**McIndoe Risk Advisory helps enterprise leaders achieve Agile Operational Resiliency™ to maintain productivity and grow through the most difficult challenges. We work with Global 2000 & SME clients to adopt a predictive, proactive posture to threats by leveraging our proprietary Continuous Risk Management Model and harnessing leading edge technologies.**

- > Operational Resilience Enablement
- > Operational Risk Management
- > Travel & People Risk Management
- > Protective Services Maturity Assessment
- > Agile Business Continuity Programs
- > Geopolitical Risk Briefings
- > Future Forecast Briefings – Geopolitics & Tech
- > Integrated Intelligence & Risk Management

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