

Building and Leading Advanced Red Teams

Challenges, Leadership, and Team Building

Red Teaming

Red teaming is the work performed by the red team in identifying and assessing, inter alia, assumptions, alternative options, vulnerabilities, limitations and risks for that organization. Red teaming is a tool set. Using it will provide the end user (commander, leader, or manager) with a more robust baseline for decision making.

- Red Teaming Guide 2nd Edition (January 2013)
United Kingdom Ministry of Defence

Joint Doctrine Note 1-16



Command Red Team



16 May 2016



Unclassified

Why Red Team Leadership?

- Red Teaming requires tactical, technical, and strategic acumen.
- Many Red Team leaders grow from technical roles, facing unique challenges.
- This talk will focus on:
 - **Leadership skills** for Red Team growth
 - **Building up** Red Teams
 - **Innovation** without sacrificing quality



Moving from Technical Expert to Leader

- The unexpected leap: Being "good" doesn't mean you're ready for leadership.
- Challenges of leadership roles:
 - More than just technical skills.
 - People management, strategy, and vision become key.
- Developing soft skills, like communication and empathy, is critical for leadership.

Knowledge and Skills of a Red Team Leader

- **Technical Expertise:** Offensive security, adversary emulation, and frameworks like MITRE ATT&CK.
- **Compliance Knowledge:** Familiarity with standards like NIST, ISO 27001, and GDPR.
- **Adaptability:** Keeping up with the evolving threat landscape and defensive technologies.

Shifting From Technical Focus to Strategic Thinking

- **As a Red Team Lead:**
 - You're now the bridge between upper management and the technical team.
 - You need to align team efforts with business objectives.
- **Common Pitfalls:**
 - Micromanaging technical work.
 - Over-reliance on personal expertise rather than delegation.



Delegation vs. Doing

Avoiding the Trap of Doing Everything Yourself

- Moving from “player” to “coach.”
- Focus on mentoring and guiding rather than taking on the technical work.
- Trust in your team's ability to deliver.

Building Strong Red Teams

- Look for diverse skills:
 - Balancing technical brilliance with soft skills.
 - [Red Team Interview Questions](#)
- Focus on **team dynamics**:
 - Encourage collaboration and knowledge sharing.



Building an Effective Red Team

- Ensure a mix of skills:
 - Offensive security experts, developers, analysts, and strategic thinkers.
 - Infrastructure experts.
- Foster **collaboration**:
 - Cross-discipline interaction can spark new ideas.

Creating the Next Generation of Red Teamers

- Create opportunities for growth and continuous learning.
- Provide regular feedback:
 - Be clear and constructive, offering mentorship and guidance.
- Lead by example:
 - Demonstrate continuous self-improvement and curiosity.



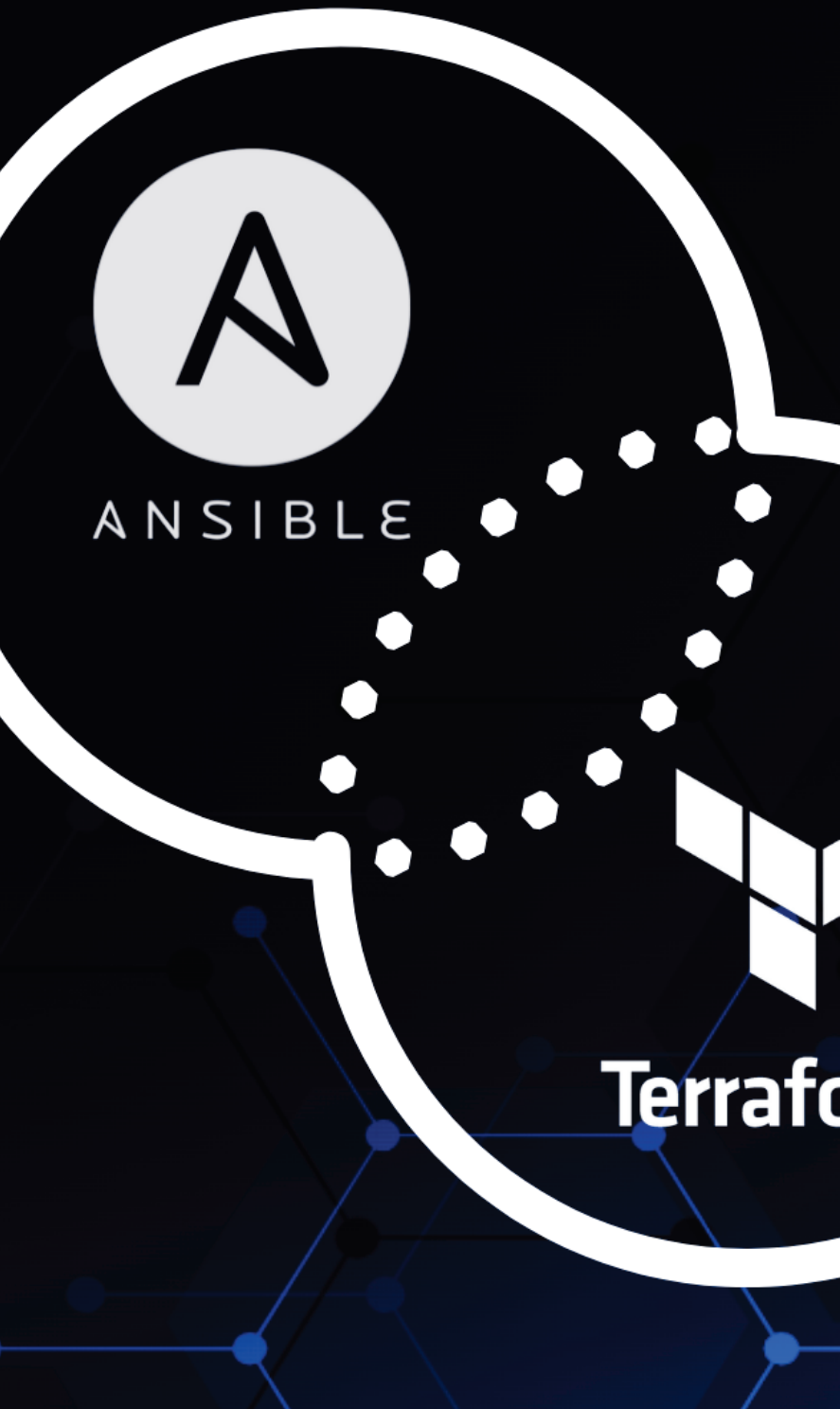


Keeping Your Team Motivated and Engaged

- Focus on intrinsic motivators:
 - Purpose, autonomy, and mastery.
- Remember you are in charge of their education.
- Avoid burnouts:
 - Watch for overwork, stress, and ensure work-life balance.

Innovation without Sacrificing Quality

- Encouraging creativity in Red Team operations:
 - Foster a culture where experimentation is allowed.
- **Automation:**
 - Identify repetitive tasks but avoid automating creativity.



When and Where to Automate

- Automate the routine, repetitive tasks to free up time for more complex work.
- Balance automation with hands-on, manual testing to ensure thoroughness.
- Ensure automation tools do not reduce the depth of analysis.

Balancing Innovation and Quality

- Regularly review processes to refine and improve them.
- **Prioritize quality:**
 - Innovation should never compromise thoroughness or accuracy.
- Keep an eye on new tools and techniques, but be mindful of their limitations.

Establishing Long-Term Goals

- Where do you see your team in the next 1-3 years?
- How can your team influence the organization's overall security posture?
- Focus on developing your team as a key driver for innovation in security.

Closing Thoughts

- Leadership in Red Teaming requires more than technical expertise — it demands strategy, empathy, and vision.
- By focusing on employee development, fostering innovation, and maintaining a high standard of quality, you will:
 - Build a strong, cohesive team.
 - Retain top talent.
 - Deliver impactful results to your organization.



Thank You!

Questions? Let's discuss!

