CYBEHAVE · FOR PROGRAMME LEADS

Running a Security Champions Network

Course workbook

From a list of names to a network that carries behaviour.

Build Behaviour. Build Culture. Build Resilience.

This workbook belongs to

Organisation and role

My programme today, in one line (names, active, stage if known)

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BEFORE YOU START

How to use this workbook

This course is built on CyBehave's Network Blueprint (eight components, thirty-two marks of good practice), the Security Champions Maturity Model (six stages, seventeen gates) and the guide to measuring a programme. Open all three at cybehave.com as you go; the Blueprint and the free Health Check keep your ticks and your stage in your browser. This workbook holds the templates the videos refer to, follows the ten videos in order, and ends with the quizzes and their answers.

Five ways to get the most from it

1. **Bring your own programme.** Every section has a "Your programme" box. Fill it with real names, real teams and real numbers, even embarrassing ones.
2. **Take the Health Check before module 3.** Ten minutes, free, no email address. It places you on the model and names the dimension holding the rest back.
3. **Tick the Blueprint.** Thirty-two marks. Most inherited programmes start around eight.
4. **Take the quizzes.** Scenarios, not definitions. Check the key and read the explanation for anything you missed.
5. **Do one thing per module.** Write the purpose. Run the two questions in one team. Take one baseline. Tell the sponsor about the coverage drop.

The course at a glance

Module	Title	Tools in this workbook
0	Welcome	Five properties check; meet Nadia.
1	What the Network Is For	Purpose card; behaviour shortlist; sponsor brief; time agreement.
2	Two Kinds of Contagion, Five Shapes	Simple or complex sorter; model identifier; two-layer sketch; seven parameters.
3	The Maturity Model and the Wall	Stage self-placement by gate; next-step cost; two patterns check.
4	Recruiting and Selecting	Nomination survey sheet; Champion agreement; manager agreement; pairs map.
5	Roles, Enablement and Rhythm	Three-act role cards; skills floor; playbook template; rhythm planner.
6	Measuring What Reaches Colleagues	Three-layer plan; source map; network survey sheet; quarterly one-page report.
7	Running It Week to Week	Challenge finder; status view; vital signs; reorganisation plan; reignite checklist.
8	Over the Wall and Keeping It Alive	Restructure plan; bridging map; letting-go test; HEROES map.

Module	Title	Tools in this workbook
9	Close	Eight ideas; one thing this quarter; glossary; further reading; quiz answers.

Three lines you will hear again

Shape matters more than size. · Count what reaches colleagues. · The wall is a change of shape, not of effort.

WORKED EXAMPLE

Meet Nadia

Nadia is Security Culture Manager at Crestline Insurance: 4,500 people across a head office, two regional offices and two contact centres. She inherited a programme that looks mature: 70 names, a lively monthly call and channel, 96% training completion, an awareness week everyone enjoys. The behaviour line has not moved in two years (phishing reports 11% both years; shared logins normal in the contact centres). The board has asked the CISO what the programme has changed, and the CISO has asked Nadia.

Where the course takes it
Module 1: three behaviours (report within the hour including false alarms; pause and verify urgent payment or credential requests; no shared logins in the contact centres); the COO as sponsor; three hours a month in writing; "coverage is 92% and it is going to fall".
Module 2: she names the shape: Model 2, a single Champion cluster with security at its centre. "We have built a network that runs parallel to the business."
Module 3: the Health Check: 52/100, Established, Stage 2; Stage 3 gates not met or unknown.
Module 4: the two questions in twelve target teams: 31 names, 24 not on the roster, 7 existing Champions named by nobody. 26 said yes; every manager signed first.
Module 5: two role cards (Backbone, Team); three playbooks; one ninety-minute skills session; the monthly call becomes a quarterly gathering.
Module 6: the baseline before anyone moves: 11% / 9% reporting, 54% verification, 38 shared logins, embedding 0.3, 38 of 70 active.
Module 7: the inventory: 38 active, 13 gone, a silent northern office; coverage honestly 71% before any restructure; vital signs on one page.
Module 8: nine months on: five of twelve target teams tipped; reporting 11% to 29% in seeded teams against 12% elsewhere; shared logins 38 to 6; embedding 0.6; Stage 3. Year two is bridging.

Use Nadia as a mirror

Each time a Crestline card appears, ask: what is my equivalent? Which shape have I built, what would my health check say, who are my seven named by nobody, and what will my sponsor say when coverage falls?

Five properties check

Property	What it means	Have it? (yes / partly / no)	Evidence
Coverage	Every team, site and function that matters has a Champion, and you know the gaps		
Cadence	Champions hear from security and each other on a rhythm that fits their working lives		
Coordination	You can ask the network to do something and see who did it		
Feedback	What Champions hear comes back to the people designing controls		
Evidence	The network can show, not just claim, that behaviour changed		

MODULE 1

What the Network Is For

Key ideas from the video

- A network built because every organisation has one carries nothing in particular. Decide the purpose first; everything else follows from which behaviours it exists to carry.
- Three behaviours at most, at least one that costs something (routine reporting including false alarms, pausing on an urgent request with authority, giving up a shared credential). The light behaviours spread on their own.
- A sponsor outside security who sees the behaviour measure every quarter, warned before launch that coverage will fall in year two.
- Mandated or invited: both, team by team, deliberately. Champion time agreed with line managers in writing, hours per month. A network with no agreed time is a list of names.
- Where it goes wrong: a purpose that reads "raise awareness"; a sponsor who sees a coverage slide twice a year; a ratio promised to the board.

Template: purpose card

The purpose as stated today (quote it)	The purpose rewritten as named behaviours

Template: behaviour shortlist

Behaviour (who does what, when)	Light or costly?	Why it costs something	How you will see it directly

Template: sponsor brief

Named sponsor outside security	What they will see every quarter	What you will tell them now about year two	Date told

Template: time agreement

Hours per month	Where they go (team / backbone)	Agreed with line managers in writing?	Recognition budget	Owner of the agreement

Nadia rewrites the purpose

Found: "To raise security awareness and embed a positive security culture across Crestline." Sponsor the CISO; time "as needed"; 70 Champions, 92% coverage, reported twice a year.

Rewrote: report anything odd within the hour, including false alarms; pause and verify urgent payment or credential requests on a known channel; no shared logins in the contact centres. Sponsor the COO. Three hours a month on a signed one-page agreement. First sentence to the COO: "Coverage is 92% and it is going to fall. Here is why, and here is what will rise instead."

Your programme

Write your purpose in three behaviours, name your sponsor, and draft the sentence about year two.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. Write your network's purpose as it is stated today. Does it name a behaviour, or does it say "raise awareness"?

2. Which three behaviours would you name for the next year, and which one of them costs something?

3. Who outside the security function sees the programme's results, and how often?

4. Is Champion time agreed with line managers in writing, with hours per month?

5. Has anyone told your sponsor that the coverage number will fall when the network changes shape?

MODULE 2

Two Kinds of Contagion, Five Shapes

Key ideas from the video

- Simple contagion (one exposure) carries information; complex contagion (reinforcement from several contacts, seen at once) carries behaviour. Four things make a behaviour complex: it costs something, its value depends on others, it risks looking foolish, it conflicts with a habit.
- Five models: hub and spoke; a single Champion cluster; distributed and embedded; distributed with a thin backbone (the reference model); tiered hierarchies.
- Single cluster versus clustered network: the words are close, the structures are opposites. Closure where the behaviour needs to change.
- The same sixty Champions: scattered 5%, concentrated 5%, triads 80%, paired 100% for a threshold-three behaviour. For an alert, all four reach everyone.
- Build in two layers: pairs in target teams with wide bridges (behaviour, months, local); a thin backbone (information, days, central). Seven parameters, contagion view.

Template: simple or complex?

Your target behaviour	Costs something?	Value depends on others?	Risks looking foolish?	Conflicts with a habit?	Simple or complex

Template: model identifier

Question	Your honest answer	Points to
Do your Champions know each other better than their teams know them?		Model 2
Is each Champion tied to the centre and to a small fan of colleagues, with no ties between Champions?		Model 1
Are there two or three Champions in target teams, chosen for position, with few ties between teams?		Model 3
Is there a thin set of ties among Champions and back to security, with the energy in the teams?		Model 4
Are there lead Champions per division, and are they embedded or reporting lines?		Model 5
Where does the security function sit: hub, centre of the cluster, or edge?		

Template: the seven parameters

Parameter	Roster view	Contagion view	Yours today
Champion ratio	One per 20 to 50	Secondary; seeds per team matter	
Local seed density	Not considered	Two or three per target team, tied to each other	
Selection	Interest; volunteers	Position; nomination by colleagues	
Coverage	Every unit has a Champion	Every target behaviour has a tipped team nearby	
Ties among Champions	As many as possible	Thin backbone for alerts and identity	
Bridge width	Not considered	Several ties between neighbouring teams; some spanning departments	
Measure of success	Recruited, sessions held	Behaviour adopted; exposure counts; teams tipped	

Sketch: your two layers

Draw your target teams as boxes, the pairs inside them, the bridges between neighbours, and the backbone above. Mark where security sits.

Nadia names the shape

70 names, one per team, built to a ratio of one per 60. A monthly call with 40, a channel with 300 messages a month. Champions named one or two people in their team who come to them; everyone could name which Champion they talk to most. Every security conversation routed through security.

Diagnosis: Model 2, a single Champion cluster grown from a hub and spoke, with security at its centre. "We have built a network that runs parallel to the business."

Your programme

Name your model and write the one sentence you would say to your sponsor about it.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **Of your three target behaviours, which are simple contagion and which are complex?**

2. **Which of the five models have you built? Be honest about where your Champions' ties actually run.**

3. **In how many teams could a colleague see two or three Champions doing the behaviour at once?**

4. **Where does the security function sit: at the hub, at the centre of the cluster, or at the edge?**

5. **Which teams would you pair, and which bridges would need to span a department?**

MODULE 3

The Maturity Model and the Wall

Key ideas from the video

- Carrying capacity: the highest threshold a behaviour can have and still spread from the Champions to everyone else. A property of structure and placement, not knowledge or enthusiasm.
- Six stages: Absent, Roster, Community, (the wall), Embedded, Bridged, Self-sustaining. Stages 1 and 2 carry awareness; 3 to 5 need a different shape.
- Seventeen gates, non-compensatory: you are at the highest stage whose gates you meet, all of them. Stages 1 and 2 read from records; 3 to 5 from what reaches colleagues.
- Stage 1 and Stage 2 are identical in every cell of the simulation (6% / 6% / 73% / 95% for a threshold-three behaviour). More community moves nothing.
- What each step costs: 0 to 1 easiest; 1 to 2 most enjoyable; 2 to 3 the wall; 3 to 4 bridging; 4 to 5 letting go. Two patterns to avoid: grading by activity; treating Stage 2 as the destination.

Template: stage self-placement, by gate

Mark each gate met / not met / unknown / unconfirmed. Your stage is the highest with every gate at and below it met. Take the free Health Check first for Stages 0 to 2.

Stage	Gate	Status	Evidence or what you would need to measure
1 Roster	A named Champion in every unit in scope		
1	A route from security to every Champion		
1	Alerts reach every team within a defined time		
2 Community	Shared channel and regular contact		
2	Retention over twelve months above a floor		
2	Champions can describe current threats and controls unprompted		
3 Embedded	At least two Champions in each target team, tied to each other		
3	Majority of each Champion's security ties inside their own team		
3	At least one team tipped on a threshold-three behaviour, measured directly		
3	Backbone carries alerts but is not where Champions spend most time		
4 Bridged	Tipped teams in more than one department		
4	At least one team tipped without a Champion of its own		

Stage	Gate	Status	Evidence or what you would need to measure
4	Bridge width to neighbouring teams above a floor		
4	Time from a team tipping to a neighbour tipping is falling		
5 Self-sustaining	A tipped team kept the behaviour after its Champions left		
5	New Champions emerged from tipped teams without a drive		
5	Security is not a cut-point of the network		

Template: the next step and its cost

Stage now	Next stage	What the step involves (from the model)	What it costs us (coverage, community, time)	Who has to agree

Nadia takes the Health Check

Score 52/100, Established. Strongest: Engagement. Weakest, holding the rest back: Measurement and impact. Stage 2, Community; every Stage 1 and 2 gate met from records.

Stage 3 gates: pairs, not met (no team has two); embedding, unknown; a tipped team, unknown; backbone not the main home, not met.

To the COO: "We are a good Stage 2. That is a real achievement and it is also the plateau. The next step is the wall: pairs in twelve target teams, chosen by their colleagues, a thinner community, counting what reaches colleagues. Coverage will go from 92 to about 70. I would like to do it this year."

Your programme

Write your stage, the gate furthest away, and the sentence you would say to your sponsor about the next step.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **Which stage is your programme at, by the gates, not by how it feels?**

2. **Which Stage 3 gate is furthest away, and what would you need to measure to know?**

3. **What is your programme's carrying capacity today: alerts, light behaviours, or the costly ones?**

4. **Which of the two patterns to avoid describes your last board update?**

5. **If you told your sponsor the honest stage tomorrow, what would you say the next step costs?**

MODULE 4

Recruiting and Selecting

Key ideas from the video

- A call for volunteers recruits the already-converted: excellent for the backbone, rarely the people a team watches. The only reliable way to find the seed is to ask the team.
- Nominated by colleagues for the team seeds; volunteers for the backbone and content; assigned only where a manager will stand behind it.
- The two questions: "Who do you go to when you are not sure about something at work?" and "Who would you tell if you got a message you did not trust?" Security knowledge is not a criterion.
- Recruit the manager before the Champion. A written agreement for both. A fixed term with renew, step back or hand over. Pairs who already work together.
- If a volunteer roster already exists: add nominated pairs to the target teams; move unattached volunteers to the backbone, where they are still needed, and say so.

Template: nomination survey

Anonymous, two minutes, sent by the team's manager or the sponsor. Whole team. Count the names.

Target team	Asked / answered	Names returned most often (count)	Already a Champion?	Asked personally on	Said yes?

Template: the Champion agreement (one page)

Hours per month	The role at this stage (which act)	Term start and end	How to step back or hand over	Signed (Champion)

Template: the manager agreement

The time (hours, when)	The recognition	The line in the performance conversation	Signed (manager)	Date

Template: pairs map

Target team	Champion 1	Champion 2 (3)	Already work together?	Single? Action and date

Nadia runs the two questions

Twelve target teams: two payments, six contact-centre, four claims. 214 asked, 171 answered. 31 names carried most of the votes; 24 not on the roster; 7 existing Champions named by nobody in their own team. 26 said yes; every manager signed first.

The seven: moved to the backbone (alerts, the quarterly gathering, content review). Three relieved, two hurt and an hour each, two stepped back at term end with thanks from the COO. One of the 24 new names is Sam, in a claims team of eighteen.

Your programme

List the first three teams for the two questions, who will send them, and who you expect to be named by nobody.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **How did your current Champions come to be there: volunteered, nominated, or told?**

2. **Which teams would you run the two-question survey in first, and who would send it?**

3. **Does every Champion have a written agreement, and does their manager?**

4. **What is the term, and what happens at the end of it?**

5. **In which target teams do you have a pair who already work together, and in which do you have a single?**

MODULE 5

Roles, Enablement and Rhythm

Key ideas from the video

- Three acts: Recruit (Stage 1: learn, relay, named contact), Influencer (from Stage 3: model, raise, log), Guardian (Stage 5: hold the norm, spot drift, bring the next one on). Write the role for the act the network is in.
- Not a help desk, not policy enforcement, not security's eyes. Recognition from the business. The escalation route written down.
- Skills floor weighted to social and conversational skill; a playbook per behaviour written for a conversation; time in the diary.
- Backbone rhythm: light, for alerts and identity. Local rhythm: two minutes in the team meeting, pairs checking in. If Champions can name what they did in the community but not in their team, the ratio is wrong.
- The trap: the community as the destination. Attendance as a headline metric is how you fail to notice.

Template: three-act role cards

Act	What we ask (three lines)	Hours, and where they go	What they are not	Escalation route
Recruit			Help desk · enforcement · informer	
Influencer			Help desk · enforcement · informer	
Guardian			Help desk · enforcement · informer	

Template: skills floor (first quarter)

Competency	Social / behavioural or technical?	How taught	How we know they reached it
Raise a behaviour with a colleague without preaching	Social		
Show rather than describe	Social		
Handle pushback	Social		
Help someone report; what to do if they clicked	Behavioural		

Template: playbook (one per behaviour)

Behaviour:

What to say	What to show	What good looks like in this team	When a colleague pushes back	Where to log what reached whom

Template: rhythm planner

Rhythm	What	How often	Who sees it	Keep / thin / build
Backbone contact			Champions	
Channel			Champions	
Identity (name, badge, ritual)			Champions	
Team slot			Colleagues	
Pair check-in			Pairs	
Recognition			Manager, team, sponsor	

Nadia rewrites the role and thins the call

Two role cards: Backbone Champion (volunteers: alerts, content review, quarterly gathering) and Team Champion (the 26 pairs: Influencer act, three hours a month, two of them in the team). Three two-page playbooks written with four contact-centre Champions. One ninety-minute skills session with no security content.

Monthly call to quarterly gathering; channel to announcements only plus a quiet pairs space. Eleven regulars complained; asked what they had done in their own team last month, four could answer. Within a quarter every pair had a two-minute slot; channel 300 to 40 messages a month, open rate doubled.

Your programme

Which act are your Champions in, which should they be in, and what is the first thing you will thin?

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **Which act is your role description written for, and which act is the network actually in?**

2. **Where do your Champions' hours go: in their team, or in the Champion community?**

3. **Can your Champions say what they may and may not do on security's behalf, and where to escalate?**

4. **Is there a playbook for each target behaviour, written for a conversation rather than a presentation?**

5. **What would you cut from the community rhythm this quarter, and what local rhythm would you build instead?**

MODULE 6

Measuring What Reaches Colleagues

Key ideas from the video

- Three layers: what the programme does; how the network is shaped; what reaches colleagues. The first keeps rising at the plateau; the third only moves once the second has changed.
- Keep the sources apart: colleagues rate observed behaviour in their own team; systems supply direct measures; Champions plus a network survey read the shape; programme leads rate only the programme.
- Three behaviours, seen directly. Measures change by stage. The network survey asks three questions. The baseline comes before the first Champion is recruited, or before you reshape.
- The quarterly page, in order: behaviour line; teams that changed; shape; what the programme did (one line); what happens next and what you need. If coverage fell, say so, with the reason.
- Six ways it goes wrong: grading by activity; one group supplying every number; self-report; a promised ratio; the community as the result; "raise awareness".

Template: three-layer measurement plan

Layer	What we will measure	Supplied by	How often	Baseline value and date
1 · What the programme does		Programme records		
2 · How the network is shaped		Champions + network survey		
3 · What reaches colleagues		Colleagues (own team) + systems		

Template: source map (nobody marks their own homework)

Measure	Who supplies it today	Is that group grading itself?	Who should supply it
Observed behaviour in the team			Colleagues, independent of Champions
Direct behaviour measures			Systems
Network shape			Champions + short survey of colleagues
Programme capability			Programme leads, kept separate

Template: network survey

1. Who do you go to for security advice?

2. Who would you tell about a suspicious message?
3. Who do you talk to about work?

Reading	What it tells you	Our value (baseline)	Our value (after reshaping)
Champion embedding	Share of a Champion's security ties inside their own team; low = single cluster		
Exposure counts	For each non-adopter, how many adopting contacts; whether behaviour can start		
Bridge width	Ties between neighbouring teams and departments		
Teams with nobody	Which teams name no Champion at all		
Tipped teams	Teams where most people now do the behaviour		

Template: the quarterly one-page report

1. The behaviour line: each named behaviour, as colleagues observe it and as systems show it, against last quarter and the baseline

2. Teams that have changed (tipped / not yet)	3. The shape of the network (Champions per target team, gaps, next recruits)

4. What the programme did (one line)	5. What happens next, and what we need from you

Nadia takes the baseline

Systems: reported within the hour 11% simulated, 9% real; verification 54% by audit sample; 38 live shared logins. Colleagues: Team Pulse; reporting "feels normal" in 4 of 12 target teams. Network survey: 1,900 asked, 1,240 answered; embedding 0.3. Programme: 38 of 70 active; self-assessment 52.

First quarterly page: behaviour line first with a baseline date; teams changed, none yet; shape, 12 target teams now with pairs; activity, one line; next, the restructure and "coverage will read 71% next quarter; here is why." The COO read it in four minutes and asked: "When does the first team tip?"

Your programme

Fill the three-layer plan with today's numbers, even embarrassing ones, and date the baseline.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **Which of the three layers does your programme measure well, and which almost never?**

2. **Who supplies each of your numbers? Is any group grading itself?**

3. **For each target behaviour, how will you see it directly rather than ask about it?**

4. **Was a baseline taken before the first Champion was recruited? If not, when will you take one?**

5. **What does your sponsor see first on the quarterly page today, and what should they see first?**

MODULE 7

Running It Week to Week

Key ideas from the video

- Five challenges, each with a stage behind it: the list of sixty (Stage 1, slipping); what has changed (Stage 2, plateau); nothing is moving (Stage 2, the wall); reach on four people (between 3 and 4); the incident (Stage 1 with a Stage 3 target).
- Know who you have: the status view, and the health check's six dimensions as a running audit.
- Four vital signs, quarterly, with floors: vacancy time per target team, embedding, retention, drift in tipped teams. Write the reorganisation plan before the reorganisation.
- Reignite a stalled network: take stock and diagnose; reset and re-recruit; relaunch; measure recovery; stall-proof and sustain. Shorter than a first launch.

Template: challenge finder

The challenge in your words	Closest of the five	Stage it is really at	The Stage question being asked	First move

Template: status view (this week)

Active this month	Drifting (quiet 60 to 180 days)	Gone quiet (180+)	Teams with nobody	Last alert: teams reached / total, within

Template: vital signs

Vital sign	Floor	This quarter	Last quarter	Action if below floor
Vacancy time per target team				
Embedding				
Retention (12-month churn)				

Vital sign	Floor	This quarter	Last quarter	Action if below floor
Drift of the behaviour measure in tipped teams				

Template: reorganisation plan (written before it happens)

Which teams keep their pairs	Where the bridges are re-drawn	Who checks the roster against the new org chart in month one	Who re-briefs the sponsor

Checklist: reignite a stalled network

Stage	Weeks	Done	Notes
Take stock and diagnose: every Champion, team, last active; teams with nobody; the honest reason it stopped	2 to 3		
Reset and re-recruit: purpose as behaviours; the two questions; managers first	3 to 5		
Relaunch: smaller; sponsor outside security; role for the right act	6 to 10		
Measure recovery: baseline, then three layers	ongoing		
Stall-proof and sustain: terms, vital signs, reorganisation plan, next behaviour	12+ months		

Nadia does the inventory

70 names: 38 active in 90 days; 19 quiet six months or more; 13 gone. Northern office: 11 names, 1 active, a new director who had never heard of the programme. Last three alerts reached 31 of 40 teams; nine had no working route.

Roster to 38, publicly, with thanks. Coverage honestly 71% before any restructure. The northern office reignited in miniature: new director as local sponsor, two questions in four target teams, a pair in each within six weeks. Vital signs on one page, first Monday of every quarter, the COO's name on the invite.

Your programme

Do the inventory this week. Write the three numbers: active, quiet, gone; and the teams with nobody.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **Which of the five challenges sounds most like yours, and which stage question is really being asked?**

2. **Do you know, today, which Champions are active and which teams have nobody?**

3. **What are your four vital signs, and what is the floor for each?**

4. **If the network stalled tomorrow, what would the take-stock inventory show?**

5. **What is the one weekly habit that would stop the roster going out of date?**

MODULE 8

Over the Wall and Keeping It Alive

Key ideas from the video

- Over the wall (2 to 3), five moves together: choose by position and nomination; pairs or triads in target teams; attention from community to teams; change what is counted; explain the coverage drop upwards before it happens.
- Bridging (3 to 4): pair seeded teams with unseeded ones; place Champions on existing cross-department ties; watch where nothing tips; cross-team moments.
- Letting go (4 to 5): rotate out of tipped teams and see if it holds; recruit from tipped teams; move security to the edge; choose the next behaviour.
- Renewal: terms, the next Champion from a tipped team, never be the single point of failure, move on when the first behaviours hold.
- HEROES carries each piece: Champions page and coverage map; the Network Map (capability from placed Champions: none / awareness / behaviour change at three or more); the Maturity page (13 gates read, 4 attested); Behaviour Index, Network Strength, Programme Capability kept apart; the board pack.

Template: restructure plan

Target team	Current Champions	Nominated pair / triad	Backbone move (who)	Coverage effect	Sponsor told on

Template: what is counted, before and after

Headline today	Headline from the restructure	Baseline	Said to the sponsor on
Coverage	Embedding, exposure counts, tipped teams		

Template: bridging map

Seeded (tipped) team	Unseeded neighbour	Same department?	Existing tie to place a Champion on (who)	Cross-team moment planned

Template: letting-go test

Tipped team	Champion rotated out on	Behaviour measure before	Three months after	Held? New Champion emerged?

Template: HEROES map

Course piece	Where it lives in HEROES	Set up?
Coverage, who is active, teams with nobody	Champions page; coverage map (every unit needs its own Champion, no roll-up)	

Course piece	Where it lives in HEROES	Set up?
Cadence and coordination	Tasks, events, engagement calendar, recognition, Champion of the Month	
Nomination and placement	Recommend flow records the nominee's team; Champions confirm team size	
The shape of the network	Network Map: capability per team from placed Champions; target teams; influence map at /sna/my-network	
The stage and the gates	Maturity page: Champions Maturity Model beside SANS; 13 gates read, 4 attested; caps Network Strength	
What reaches colleagues	Behaviour Index from the quarterly Team Pulse	
The network's own view	Network Strength (Network Optimisation module)	
The programme's own view	Programme Capability (Measure & Evidence module)	
The quarterly page	Board packs; behaviour line first; stage as a drill-down	

Nadia, nine months on

Twelve target teams seeded with pairs or triads; seven volunteers on the backbone; coverage 92% to 71%, said in advance. Quarterly gathering, quiet channel, twelve two-minute slots, three playbooks. Measured: Team Pulse quarterly, reporting tool monthly, network survey at baseline and nine months.

Five of twelve target teams tipped on "pause and verify". Reporting within the hour 11% to 29% in seeded teams, 12% elsewhere. Shared logins in the two seeded contact-centre teams 38 to 6. Embedding 0.3 to 0.6. Stage 3, Embedded. Year two: bridging. The COO: "When does the first unseeded team tip?"

Your programme

Write the first line of your restructure plan and the sentence you will say to your sponsor before coverage falls.

Reflect & apply

Pause the video and take ten minutes with these. Write, do not just think.

1. **Which twelve teams would you seed first, and why those?**

2. **What will your coverage number read after the restructure, and who have you told?**

3. **Which seeded teams would you pair with which unseeded ones, and which ties already span a department?**

4. **What would you need to see before you rotated a Champion out of a tipped team?**

5. **What is the next behaviour, after the first three hold?**

COURSE SUMMARY

Close

Eight ideas to carry forward

1. **Three behaviours, one that costs something.** A sponsor outside security who sees the behaviour line. Time in writing.
2. **Shape matters more than size.** Two kinds of contagion; five shapes; the same sixty Champions, placed differently.
3. **Stage 2 is not halfway.** Six stages, seventeen gates, all of them. The wall is a change of shape.
4. **Position over enthusiasm.** Two questions, the manager first, a written agreement, a term, pairs.
5. **Write the role for the act.** Recruit, Influencer, Guardian. Playbooks for a conversation. A thin backbone.
6. **Count what reaches colleagues.** Three layers, three sources, the baseline first, one page a quarter.
7. **Know who you have.** The five challenges, the vital signs, the reorganisation plan, the reignite pathway.
8. **Explain the drop, then cross.** Restructure, bridge, let go. Design for rotation. Never be the single point of failure.

The closing line

A list reaches people with news. A network reaches them with behaviour.

One thing this quarter

Take the health check and say the stage out loud. Run the two questions in one team. Take one baseline. Tell your sponsor the coverage number will fall, and why. Write it here, with a date.

Glossary

Term	Meaning
Simple / complex contagion	Spread that needs one exposure (information) / spread that needs reinforcement from several contacts seen at once (behaviour).
Threshold	How many adopting contacts a person needs before adopting. Carrying capacity is the highest threshold a network can carry.
Clustering / closure	How far a person's contacts also know each other. The structural basis for norms.
Long tie / bridge / bridge width	A tie into another team; the ties joining two teams; how many there are. One tie carries news, not behaviour.
Backbone	A deliberately thin set of ties among Champions and back to security, for alerts and identity only.
Single Champion cluster	Champions tied to each other far more than to their teams. Awareness at its plateau.
Clustered network	Each Champion clustered with their own colleagues; Champions as a group lightly connected.
Seeding / seeds per team	Where the first adopters are placed. Two or three per target team, tied to each other.
Target team	A team where a target behaviour is most at stake, with closure and tippable neighbours.
Tipped team	A team where most people now do the behaviour, so the team keeps it going itself.
Embedding	The share of a Champion's security conversations inside their own team. Low embedding is the cluster's signature.
Exposure count	For each non-adopter, the number of adopting contacts. The direct test of whether behaviour can start.
Cut-point	A person or team whose removal splits the network. Security should not be one.
Non-compensatory	Strength in one gate cannot make up for a gap in another. You must meet every gate at a stage.
The wall	The change of shape between Stage 2 (Community) and Stage 3 (Embedded). Crossed by restructuring, not effort.
Rater-disjoint	Measures supplied by different groups so nobody grades themselves: colleagues, Champions, programme leads.
Behaviour Index / Network Strength / Programme Capability	HEROES' three measures: from colleagues (Team Pulse), from Champions and the map, from programme leads. Never folded together.
Three acts	Recruit, Influencer, Guardian: the role at Stages 1, 3 and 5.
Vital signs	Vacancy time per target team, embedding, retention, drift in tipped teams. Quarterly, against floors.

Further reading

- CyBehave, The Security Champions Network Blueprint. cybehave.com/champions-network-blueprint
- Wood, A. (2026). A Security Champion maturity model: carrying capacity, the awareness plateau and the wall between simple and complex contagion. Working paper. cybehave.com/champions-maturity-model

- Wood, A. (2026). Network models for Security Champions: design variations, contagion dynamics and the choice between a clustered network and a single cluster. Working paper. cybehave.com/champion-network-models
- CyBehave, How to measure a Security Champions programme. cybehave.com/measuring-champions
- CyBehave, Running a Security Champions network: assess it, fix it, keep it alive. cybehave.com/running-your-network
- CyBehave, The Champions Programme Health Check. cybehave.com/champions-health-check
- Wood, A. The Rise of the Security Champion (free ebook).
- Centola, D. (2018). How Behavior Spreads: The Science of Complex Contagions. Princeton University Press.
- Forrester (2026). Four Things You Should Know About Security Champions Networks.

Notes