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*Building Cybersecurity Programs: Lessons Learned and Future  
Directions*

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**Abstract:** Many organizations look to enhance their cybersecurity capabilities as the risks of adversarial cyber activities are increasingly impacting their operations. In this talk we discuss how we can build a cybersecurity program from a practical point of view. We introduce basic cybersecurity concepts, and we discuss the technology, people and process components of mature cybersecurity programs. We focus on the activities around securing industrial control systems. We discuss future challenges and opportunities to building cybersecurity capabilities, and we present some of lessons learned from this process.

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