


Pathways to Empowered Security Leadership

Meet BusinessX – Major Retailer

- 
- BusinessX doesn't have a CISO
 - They just experienced a massive breach that cost millions and put the company in the public eye for months.
 - The board is now willing to hire a CISO, but they face the following challenges:
 - *Board, HR and Management Team lack understanding of the true role of a CISO*
 - *Organization struggles to find the right reporting structure*
 - *CIO feels threatened. Will the new CISO be an adversary or ally? Will security pull from his budget?*
 - *Demand for qualified CISOs is high – so is cost.*
 - *Cannot act fast enough internally; hired a search firm*
 - *Firm lacks understanding: disconnect between business needs and knowledge within the hiring chain*

REALITIES AND THE OUTCOME

- | | |
|----------------------------------|--|
| • Brand is tarnished | • Excessive time is invested |
| • Customers trust is lost | • Final candidates not a good fit |
| • Costs escalate | • Leadership Team is ousted |

Meet Casey Jones – Global CISO



- Casey is the CISO for a global-reaching financial institution
- He was hired after a significant breach that cost the previous CISO and his team their jobs.
- He is now tasked with rebuilding his security leadership team, but he is struggling:
 - HR has not provided candidates that meet his needs.
 - Hiring personnel lack understanding of the roles, responsibilities and technology.
 - HR recruiting process is slow and complicated.
 - HR Recruiting process fails to identify the skills and attributes necessary for security leadership.
- Demand for security talent is making it impossible to fill the positions within budget constraints.

REALITIES AND THE OUTCOME

- **Insufficient HR hiring processes cause candidates to accept other opportunities**
- **CISO recruits candidates on his own**

The Challenge: Finding Qualified Leaders



Information security jobs are expected to grow by 53% by 2018

Bureau of Labor Statistics

Average annual salary of cyber security worker is \$116K

Semper Secure Survey

25% of all organizations have a problematic shortage of information security skills

Network World 2014

Among the most sought-after professionals in the tech sector with demand for workers in cyber security field outpacing the other IT jobs by a wide margin

CIO Magazine 2014

Demand for cyber security pros has grown more than 3.5x faster than the demand for other IT jobs over the past 5 years and more than 12x faster than the demand for all other non-IT jobs. Current staffing shortages are estimated between 20,000 and 40,000 and are expected to continue for years.

Burning Glass International

Can You Relate?



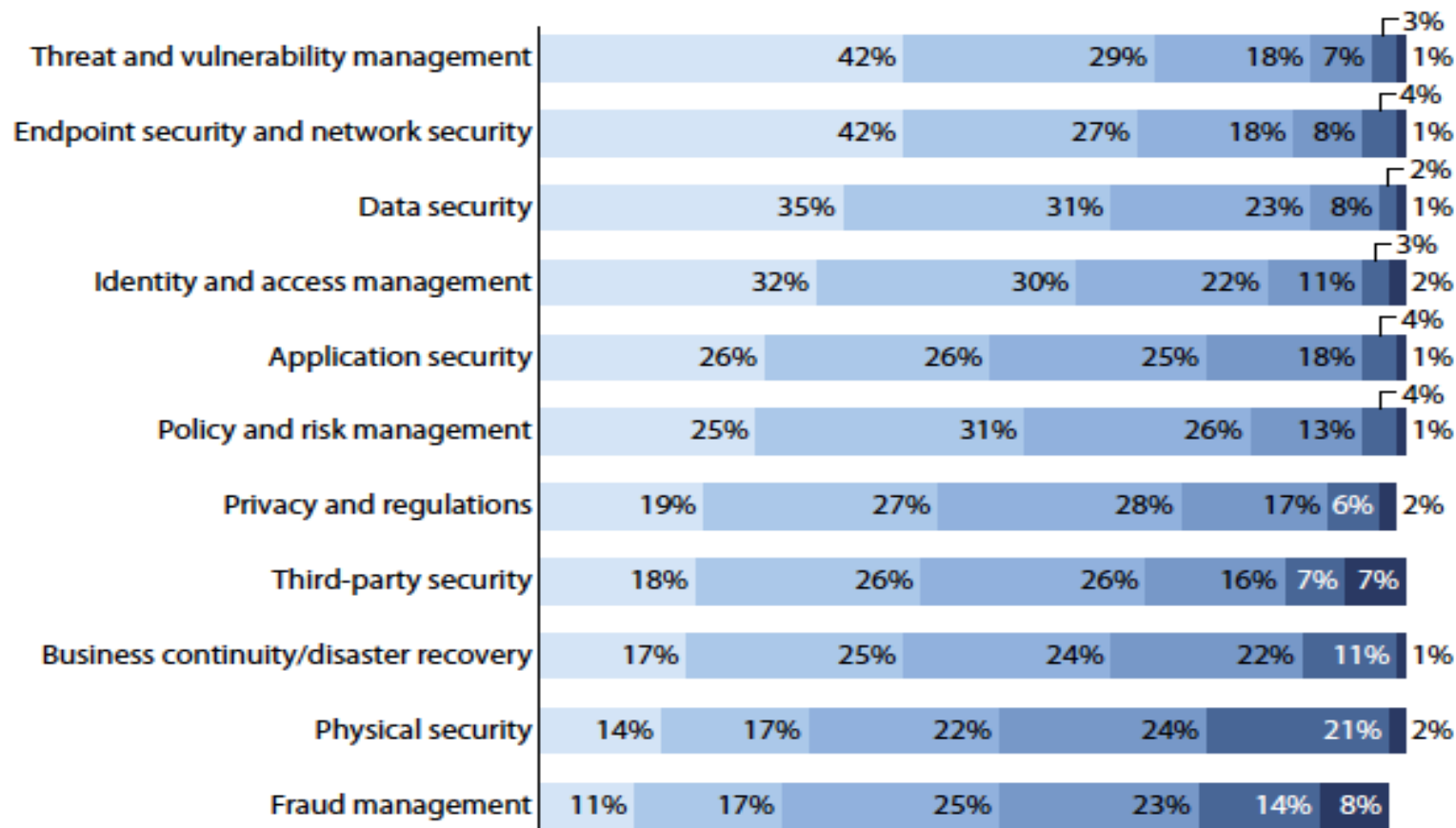
DISCUSSION

Why is recruiting security talent becoming so difficult?

InfoSec's Increasing Set of Responsibilities

"To what extent is your firm's IT security group responsible for the following activities?"

■ Security is fully responsible ■ Security is mostly responsible ■ Security is about half responsible
 ■ Security is slightly responsible ■ Security is not at all responsible ■ Don't know



Can You Relate?



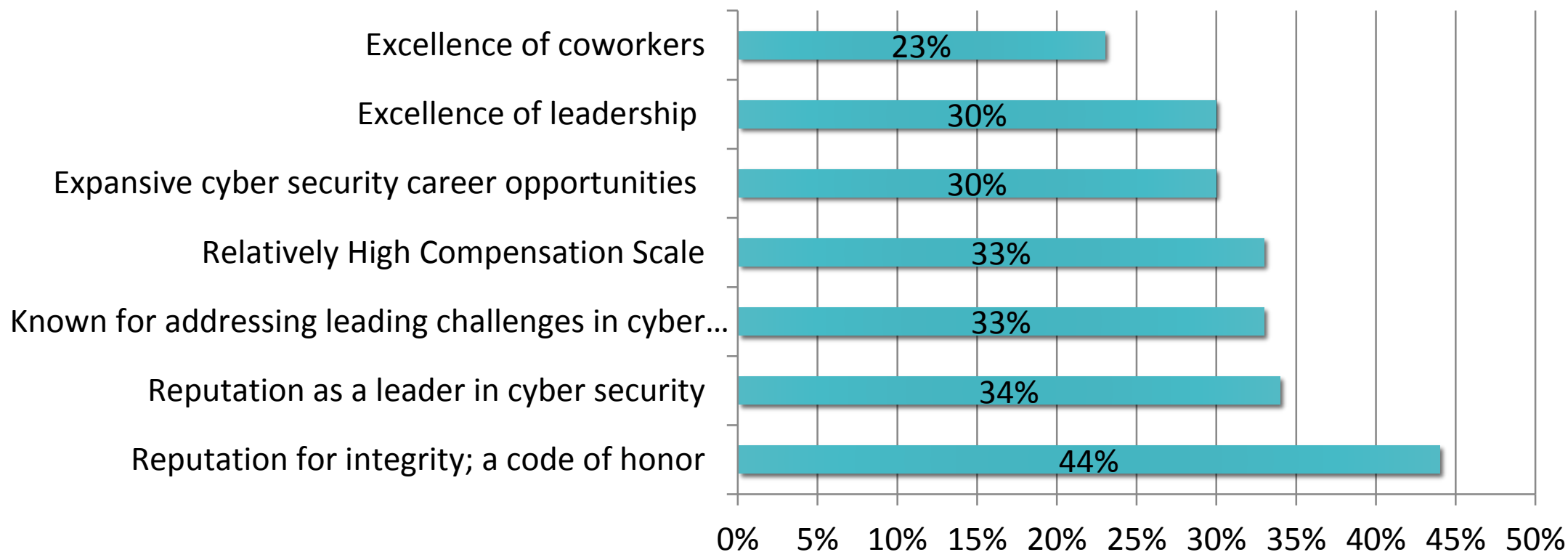
DISCUSSION

**Is it hard to find individuals with
these skills? Why?**

Integrity and Leadership

Today's Cyber Pros Want Employers to Demonstrate Integrity and Leadership

What Are the Most Important Attributes of an Ideal Security Employer?



Source: Semper Security – Cyber Security Census Report – August 2013

Can You Relate?



DISCUSSION

The cost of hiring: Is it worth it?
Why is it easier to do yourself?

The Ability to Acquire Security Talent

- No one can do it alone
- Positions are too baffling for many internal talent sourcing departments
- Lack of connections and fatigue rolodexes lead to lost time and poor hiring results
- Too much or complex to be done internally
- Too critical to be trusted to just IT staffing job shops



Specialized expertise and deep knowledge of the InfoSec Industry and characteristics of core leadership positions is vital.

The Balancing Act - Managing Expectations

The Business

- Expects full protection and security of enterprise while keeping its headcount static
- Perception disconnect between delivery and reality

HR and Talent Management

- Team players? Or adversaries?
- Supply and demand of talent
- True understanding of the Information Security function vs. Information Technology



The InfoSec Organization

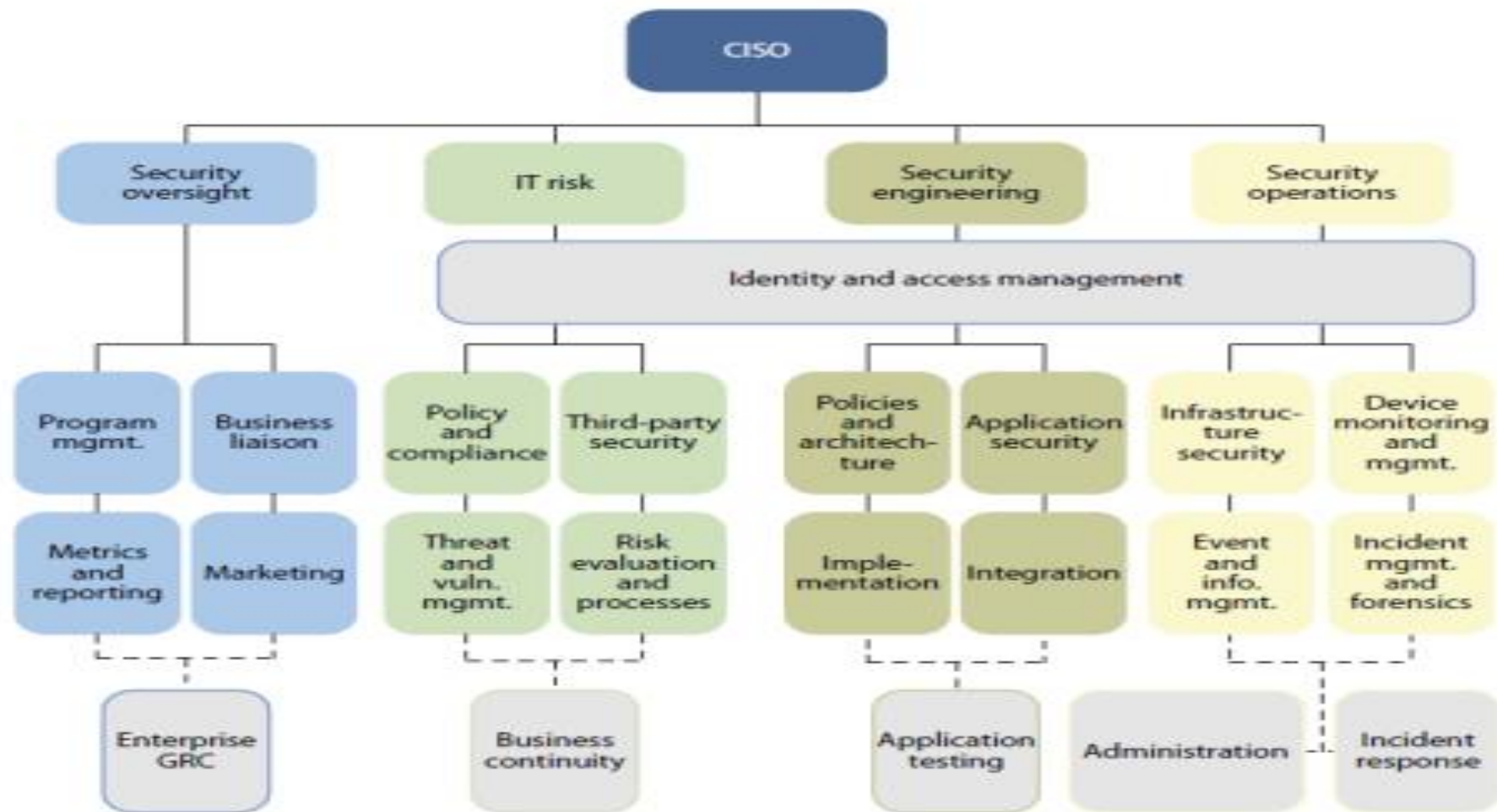
- Agile and high-performing
- Jugglers and multi-taskers
- Carries the heavy burden of defending their organizations against unrelenting cyber threats

Strings Attached: Accountability without Accounting

How CISOs are viewed by Executives:

%	Viewpoints
54%	CISOs should not be responsible for cybersecurity purchasing decisions
46%	CISOs should be responsible and accountable for all information security strategies and cyber security technology purchasing decisions.
44%	CISOs should be accountable for any organizational data breaches.
31%	CISOs are being hired to address critical gaps in organizations' information security capabilities.

Building a Robust Security Organization



56653

Source: Forrester Research, Inc.

Staffing Models and Ratios

# of FTEs /Type	# of IT Users
1 Security Ops	500 to 750
1 Security Architecture	1,500 to 2,000
1 Security Manager	Greater than 4,000
1 IT Risk	Greater than 5,000
Dedicated security team	Greater than 7,500

Source: Forrester Research: "Security Organization 2.0: Building A Robust Security Organization "



Rent, Buy or Both? Considerations for Acquiring Talent at Your Organization

- **What is your ability to acquire security talent?**
 - Leveraging internal HR – can they assess the skills and abilities?
 - It is a small world but are they an insider?
 - Does your HR/Talent/ Recruiting department have the right vendor relationships?
- **Understand your ability to scale your security needs**
 - Why are you looking for security talent?
 - A wrong hire can do more damage than having an open req
 - Aligning with the business

The Top TEN: Why a Retained Search Company?

1. The number one reason: Salary.
2. Your company needs a dedicated partner to fill the position within 30-60 days
3. You are looking for a specific talent/skill set, or need the "proven" abilities of a market leader.
4. Your company wants an impartial 3rd party to conduct and screen candidates.
5. Confidentiality!
6. Your company would like to benchmark between your internal talent pool and outside candidates.
7. Your company needs a professional who will understand your culture and other environmental nuances that may affect the candidate on the search.
8. Your company needs an outside 3rd party to contact, persuade and convince an executive to leave his/her exiting position.
9. Your company wants more than just a superficial search.
10. Your company wants to make sure that the potential candidate will know that the position is critical to the success of your company and that they are looking for "the best of the best."

ISE[®] Talent – *Let Our Networks Empower You*

An executive search and talent management firm dedicated exclusively to Information Security Executives[®]

- *Specializing in security leadership positions in Information Security, IT Risk Management, GRC and Privacy*
- *Trusted partner that will identify, evaluate, recruit and present top-level candidates to meet our clients' diverse recruitment and talent management needs*

A company of T.E.N. who is the leading national technology and security executive networking organization that facilitates peer-to-peer relationships between top executives, industry visionaries and solutions providers

- Flagship Program Series: ISE[®] Executive Forum and Awards

100% Woman Owned Business



Strong Leadership Team and Real IT/ InfoSec Industry Experience



Marci McCarthy, CEO and President, T.E.N.

- ◎ An award winning technology and information security executive networking and relationship-marketing firm.
- ◎ Founder of the ISE® Programs, the premier recognition and networking program for security professionals in the U.S. and Canada
- ◎ 2012 recipient of a 4th Congressional District of Georgia citation for fostering greater visibility and professionalism for the IT security industry



Darnell Frymire, President, ISE® Talent, A T.E.N. Company

- ◎ Fifteen years of experience in leading and building a leading IT Staffing Company through rapid growth to acquisition
- ◎ Understands company cultures and consistently has a track record for matching the right talent
- ◎ Respected Leader in the community – TechBridge, TAG, WIT, American Red Cross, WBENC

ISE[®] Retained Search – *Because Connections Count*

- We have the deep industry knowledge, recruiting expertise and personal connections
- We know who – *would be great*
- We know what – *they would be great at*
- We know where – *to find candidates*
- We know why – *someone is a great fit*
- We know how – *to reach them*



We focus on high-quality leadership talent – and deliver!

An ISE® Perspective....



John Masserini
Chief Security Officer
MIAX Options

ISE® Vantage – Your Business and Career Partner

- Interim CISO
- On-Call Services
- ISE® Industry Experts
- Board Engagement
- Leadership Consulting and Coaching

*Imagine being totally prepared for
whatever comes your way*



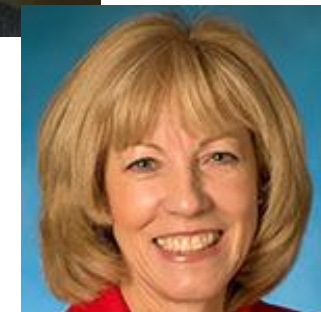
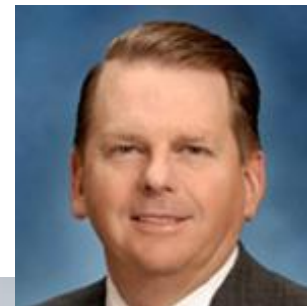
ISE® Industry Experts – What can we do for you?

Who are they?

- Highly credentialed IT business veterans – more than 150 years experience combined
- Possess specialized education and real-world leadership experience in security, technology and risk management

What can they do for you?

- Leadership Consulting and Coaching
- Board Engagement services



The New ISE®: A Transformative Leader

- Remember: Nothing matters more than integrity: Be the leader the organization needs and the leader that others want to work for.
- Utilize your own personal networks to find the people who are right for the job.
- Bring HR into the security conversation, but understand their limitation. Bring in an expert third-party with deep knowledge when needed.
- Identify existing talent and groom from within when possible.
- Learn how to better articulate your needs to the board and hiring chain.





Thank you and Questions

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