Rafting the Rapids:

In the constantly changing world of information security, how can CISOs stay on top and moving forward?

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What was big in IT security ten years ago?

- Viruses
- OS vulnerabilities
- Default accounts, blank passwords
- Configuration—open ports, NetBIOS
- Telephone modem connections
- Moving servers out of housekeeping closets
- F.U.D.

- What I thought about at 3:00 AM?
  - The next virus

In the backroom; keeping the network up

What is big today?

- Information assurance
- Off-shoring, outsourcing, Cloud computing
- Explosion of people-based risks
- Social media
- Zero-day exploits
- Spear phishing
- Application vulnerabilities
- Business risk

- What I think about at 3:00 AM?
  - Tomorrow's headlines

- *In the Boardroom; keep us out of trouble*

Evolution of the key skills needed

2000

- Technician
- Evangelist/salesman
- Inspector
- Enforcer
- Security geek
- Computer Science

2010

- Businessman
- Communicator
- Problem solver
- Influencer
- Advisor
- Steward
- MBA

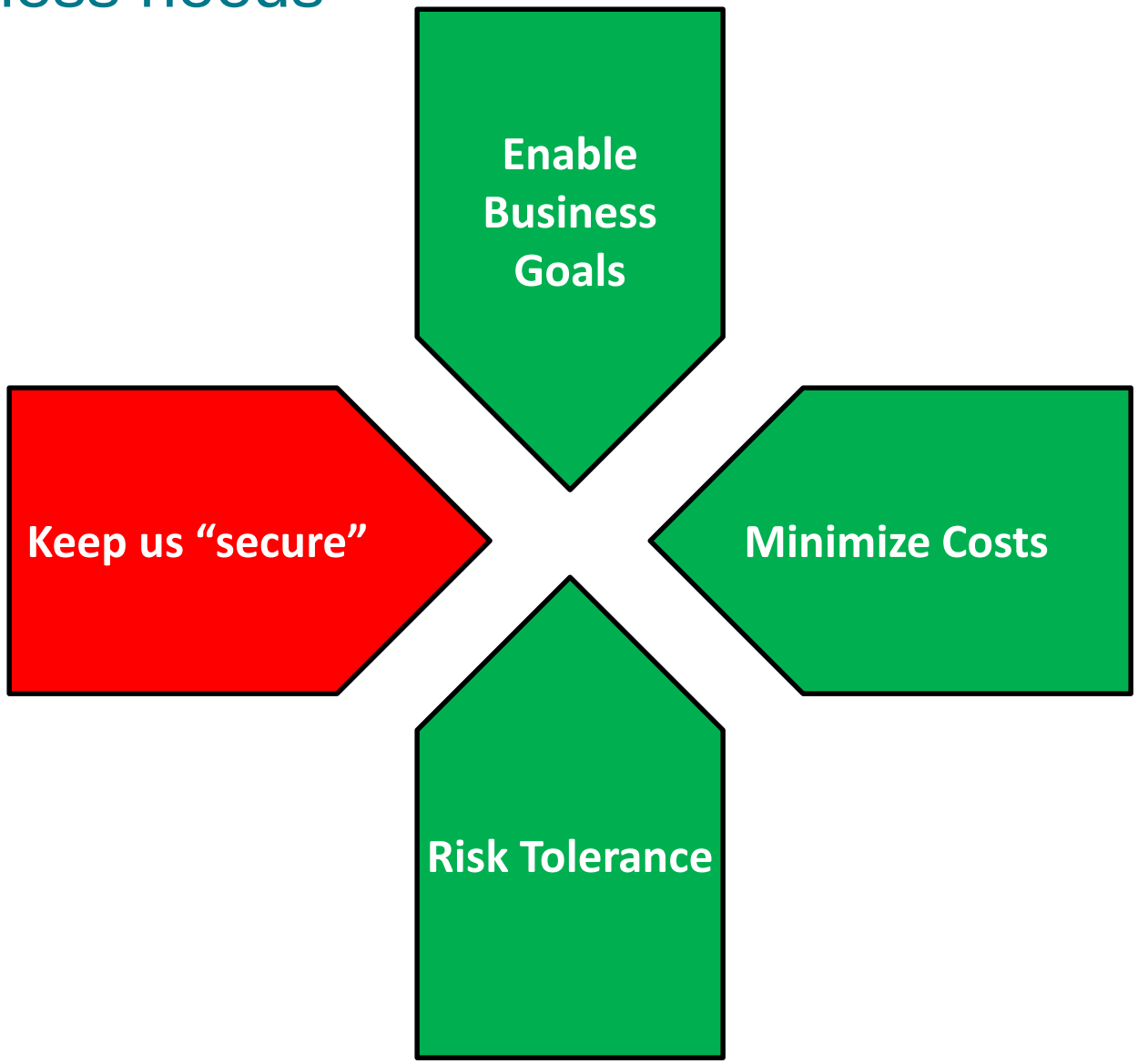
Why is the CISO job more challenging today?

- **Breadth and distribution of responsibility—**
  - Spans technical and business issues
  - Touches almost every aspect of the business
  - Depends on other organizations to be successful
- **Still a foreign concept to some others**
  - Have to win people over to get cooperation
  - Must show clear business value
- **Guns vs. butter**
  - Pressures of the current financial times makes security a hard sell
  - Risk/reward equations have shifted toward willingness to take on risk
  - Company leaders look to CISO for where to re-draw the line on risk tolerance

Talents required on any given day…

- In the spotlight as the organization responds to a security incident
- Developing the business case for a multi-million dollar Identity Management project to be presented to company executives
- Discussing encryption of data with the Manager of Desktop Services
- Meeting with the director of a business unit on security weaknesses in a new technology
- Discussing risk management choices with the board
- Holding intense discussions with the CFO and CIO on budget and staffing for IS priorities
- Responding to a user complaint about password complexity rules

Information Security is at the Intersection of business needs



Given those challenges, how does a CISO get on top and stay out in front?

My proposed list of key characteristics needed for success—

- Expert
- Strategist
- Leader
- Builder
- Manager

- *Others?*

Expert

- Foundational knowledge
- Inspire confidence
- Drive credibility
  - Know the threats
  - Know the regs
  - Know the business operations
  - Holistic view of risk in your organization
  - Know your plan

Get out of your office and go see how things work first-hand

Strategist

- Understand the business
- Have an understanding of risk tolerance in your organization
- Have a vision for how IS should work in that business
- Establish clear mission, vision, values for information security
- Create the plan of attack
  - *Weave IS into the fabric of the business*
  - *Use Mission/Vision/Values and your plan as "anchors" of your actions*

Leader

People don't follow without a compelling reason…

- **Influence other groups**
  - Communicator-- articulate/evangelist
- **Inspire confidence and credibility**
  - Genuine, sincere, setting an example
  - Open—about problems, shortcomings, help needed
  - Business' best interests in mind
- **Agent of organizational change**
  - Motivator
  - Driver

Accomplish goals through others

Core element-- Trust

Builder

Relationships, people, integration

- Nurturer of strong business connections
  - Listen to what the business is asking/saying
  - Explain “why”
  - Thoughtful advisor
- Nurturer of people
  - Develop mindset for security
- Develop integration points in other elements of the business

Key relationships, allies?

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Manager

- Execute/deliver
- Consistent
- Keep the team on right track among distractions and competing needs
- Rational, flexible
- Stewardship of company resources

Protect the fort

Measuring success in this world?

- Measuring success is key to credibility and support
- Possible measures:
  - Audit findings
  - Business engagement—embedding of security in business processes
  - Compliance with policy
  - Reduction of incidents
  - End user behavior

Other measures of success?

Keeping pace with the inevitable changes

- Assess where are you spending your time
- Continually check to see if your actions are in line with business goals and needs
  - Engage business allies as a sanity check

When in doubt…

Go back to your "anchors"– Mission, Vision, and Values; your plan; stewardship of company resources

Thank You

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