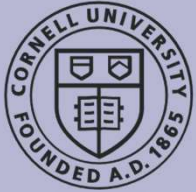


Maturing Security means changing it's role

A Conference on Defense
October 2023

yael



yass partners

priceline

ARTHUR
ANDERSEN
& CO.

SAP Ariba



JPMORGAN
CHASE & CO.

BlackRock.

History of the Cybersecurity in Corporate Organizations



Today, Corporate is On Fire

Markets are Yo-Yoing



2019 spree, Covid, wfa, value of \$, geo-political crises

Elevated Regulatory & Compliance Requirements



Must do comes before 'should do', exams and fines

Executive Whiplash



Hurry up and change, investor insecurity

Security Burn Out



Start, Stop. Faster, Slower, Figure it out, it's your fault

Security Program Maturity



The role of security (necessarily) changes as programs mature

It's to make it
observably better

Security's job
isn't to make it
all better



Mature Security Programs are Good (for) Business, duh



Fewer Catastrophies



More Customers



Increased Trust

**Security teams with an
empower and delegate
practice are more valued**

Changing How it's Structured and Operates

“Fusion Center”



Policy & Compliance



Testing & Assessment



**As the program matures,
security leaders are
MORE valuable to the
company**

→ **by tackling new puzzles**

Security Leaders Like to **Solve Puzzles & Plan for the Worst**



Impact of an Outage

Threat modeling, risk assessment and how the company will react and respond



Worst day in Court

What's the minimum required by law(s)



Minimum Friction, Adequate Security

What will adequately secure the environment without increasing friction?"



Resources Available

Optimizing for what's available, in terms of budget, talent, infrastructure.

Effectively maturing security makes you an effective executive

(so, why don't security leaders transition to other executive roles?)

So, what's holding Security Teams Back?

1

We're
addicted to
complaining



Of course your security program **could be more effective.**

If only they would....

Common **Blockers** to Security Maturity



Resources



**Executive
Support**



Change



Talent

**“If you always do, what you’ve
always done, you’ll always get,
what you always got.”**

- Henry Ford

2

We Aren't Adequately Situational Aware

- The Environment
- The People
- Your Role

Situational Awareness

Context will enable the CISO and security team to understand when to empower and delegate programs and which are necessary and in what sequence. Understanding these elements will result in greater success and traction for security AND for you at that company.



Industry & Regulatory



1

Regulations

Data protection
Governance
Incident Reporting
Third Party Risk

2

Headlines

Industry developments and expectations
Threats & incidents

3

Emergent strategies

Geo-political forces
Automation, Generative AI and Automation

Corporate Responsibility



1

Onboarding

Technical configuration of employee system

Training

Objective setting & alignment

2

Compliance

Ability to manage through a complex audit

3

Diligence

Change management

Regulatory obligations

Business Durability



1

Financial certainty

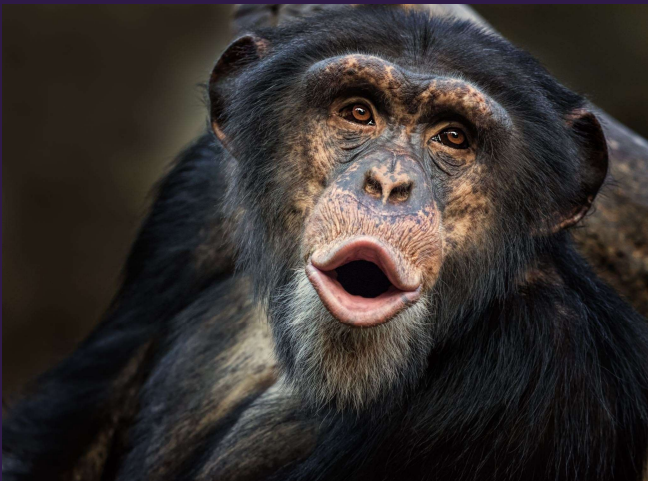
- Profitability and company performance
- Status quo acceptable & durable ?
- Employee retention & growth

2

Tech modernization & lifecycle mgmt

- Technology maturity
- Refresh lifecycle & design cycle?
- Processes enabling dev & infra
- Data governance and data driven decisions

Organizational Elasticity



1

Executive Experience

- Integrations, mergers, acquisitions & divestitures
- Bankruptcies
- Expansion & growth

2

Change Fatigue

- Volume of change
- Timing
- Perception associated with change

Figuring out what the company values?

What to 'Notice' to 'Fit In' as an Executive



Decision Making

Deciders & influencers, back channel, decision framework



Recognition

Individual, project, failures and authenticity



Governance

Risk tolerance and management, accountability and compensation



Communication

Timing, cascading, difference by message



Investment

Philanthropy, Fancy things, Growth, Flows & Focus



Talent Management

Feedback, Resources, Exec Grooming, Attrition & Longevity

3

We Don't Behave Our (perceived) **role**

CISO Hourglass Principle



Focus on “Razzle Dazzling” Leadership



It just “works”

Operational
excellence



Reduced Friction

Exceptions &
Patch



Satisfies exams

Metrics



Client sales

Messaging

Executive Communication Pattern



What we need to do

(collectively, we can agree)



What's working, that we'll continue

(maybe even improve)



What's necessary, that will be new

(and likely suck in some way)



Show up as an Executive, Simply



Appearance & Attire

Style, accessories and conformity



Personal Hygiene

Hair, nails, facial hair and breath



Presence & Posture

Poise, and room positioning



Volume & Meter

Emphasis and amount of words



Affiliations & Communication

Connections & overlaps, relationships



Perception & Reputation

Social Media,

Executive Empathy (cheat sheet)



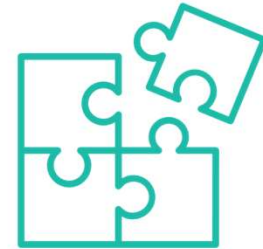
What other teams are doing

(and why it's great)



Why it hasn't been done already

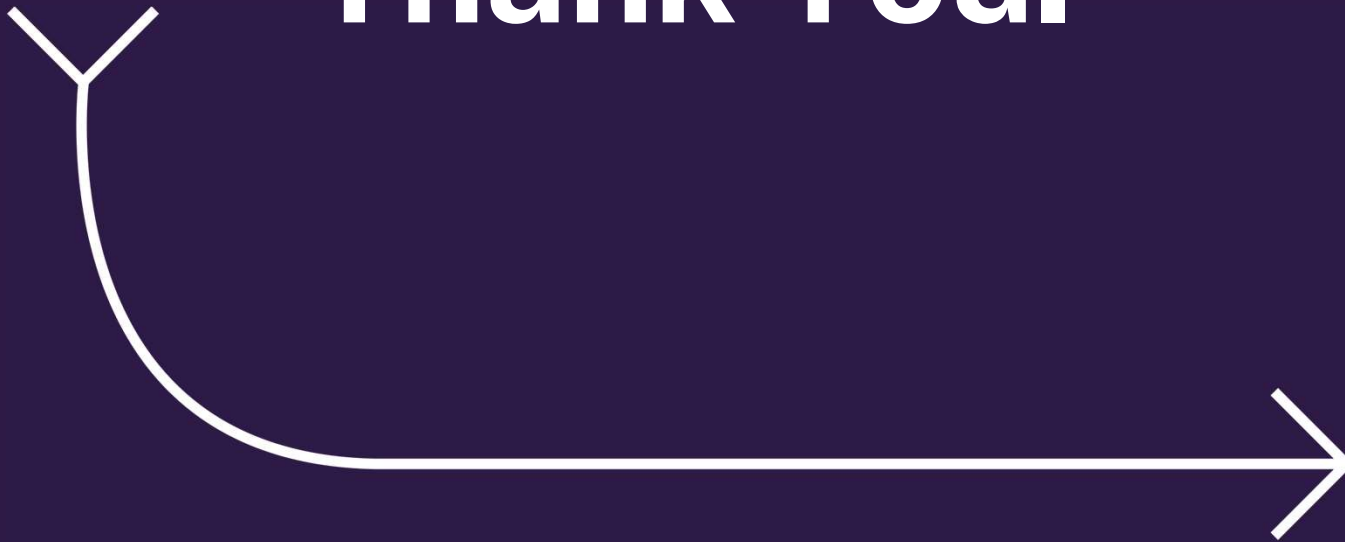
(it's not their fault)



How to get it done

(easily)

Thank You.



Let's stay in touch.



Blogs & opinions: www.yasspartners.com



LinkedIn: [@Yass Partners](#) & [@Yael Nagler](#)



X: [@MavenYael](#)
Mastodon: [@Yael@Infosec.exchange](#)

Oh, you want
more? (cool)

Check
our website.

