

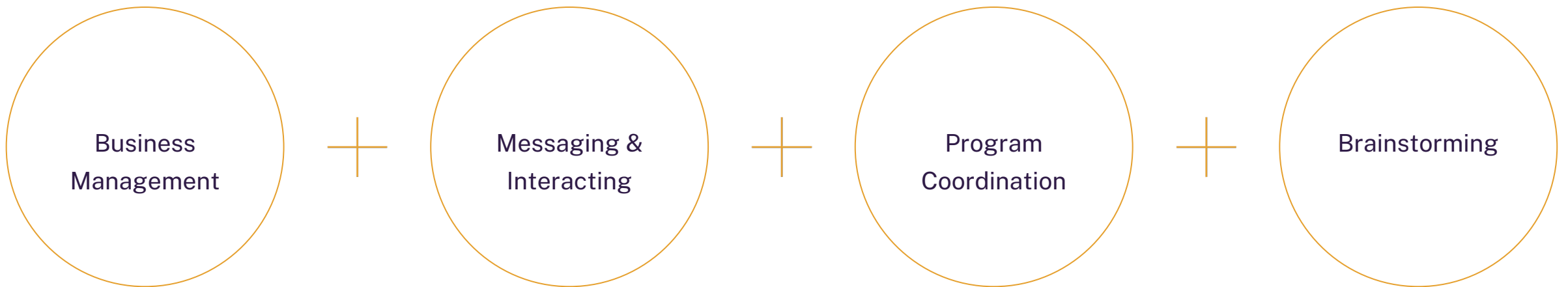
CISO, there are 4 parts of **your** job,
that a chief of staff does



You could also train a
Tech PM.

Do you Need a Chief of Staff? (or, will a tech project mgr do?)

Running a department (well) is more than just knowing how to 'do' the work. Are you performing at your best? Which area needs the most attention?



Business Management

aka: Rhythm of the Business



1

People Management

- Team member Onboarding
- Performance Reviews
- Promotion and Succession Planning
- Team Unity & Connectivity

2

Budgets

- Planning
- Monitoring
- Expense Tracking
- Conferences and Training

3

Vendor Management

- Business Case & Approvals
- Scope of work
- Contract Execution
- Renewals

Messaging & Interacting

The front door to security



1

Interacting

Check-ins and feedback gathering

Cascading messages

- To staff
- To colleagues / partners

Cross-team pollination

2

Committee Participation

Audience & Expectation

Material and metric preparation

Pre-meeting Prep &

Post-meeting Follow Up

3

Messaging

Program Overview

Department performance

Department “pack”

Program Coordination

This doesn't mean
the coordinator of
EVERY project



1

In the Weeds

The execution of the
details

Unsticker of the
details

2

Inter- Connectivity

Cross functional
integration

Cross team
coordination

Standards reporting

3

Process & Rituals

Systems for
tracking

Systems for
reporting and
escalation



Brainstorm Partner

Shared Vision

Business Connected

Future Thinking

Industry Tracking

Opportunities and Challenges

Respectful Challenge

Practical Execution